



County of San Diego

CAO Proposed Operational Plan

Fiscal Years 2004-2005 & 2005-2006

Board of Supervisors:

First District	Greg Cox
Second District	Dianne Jacob
Third District	Pam Slater-Price
Fourth District	Ron Roberts
Fifth District	Bill Horn

Walter F. Ekard
Chief Administrative Officer

Donald F. Steuer
Chief Financial Officer

"Supporting Kids, the Environment, and Safe & Livable Communities"



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

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**San Diego County
California**

For the Fiscal Year Beginning

July 1, 2003

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The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **San Diego County, California** for the Annual Budget beginning July 01, 2003. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to confirm to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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Board of Supervisors

Dianne Jacob
District 2
Chair



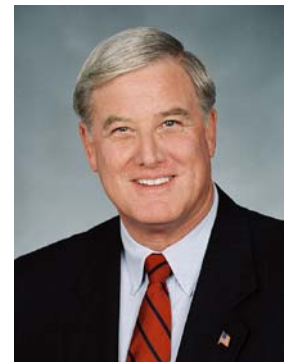
Pam Slater-Price
District 3
Vice Chair



Ron Roberts District 4



Bill Horn District 5



Greg Cox District 1



Message from the Chief Administrative Officer



Like all California counties, San Diego County has been hard hit by the State of California's fiscal crisis. As counties again bear the brunt of the State's fiscal mismanagement, San Diego County must manage a number of challenges to meet our obligations to our primary constituents - the taxpayers and residents of San Diego County.

This Operational Plan recognizes the difficult choices that must be made as we cope with reduced revenues, continued State mandates that deny us the local flexibility we need to meet local needs and the continued growth of expenses and caseloads in mandated programs, for which sufficient funding is not provided.

It is fortunate that our organization has been preparing for this circumstance for the past several years, and has the strong fiscal disciplines of our General Management System in place. Through prudent management of finances and vacancies, we have been able to reduce the negative impacts significantly from what they could have been. Also, our continued commitment to innovation and continuous improvement provide the foundation from which we will examine new ways to maximize services to citizens, through managed competitions, reengineering or other process improvements.

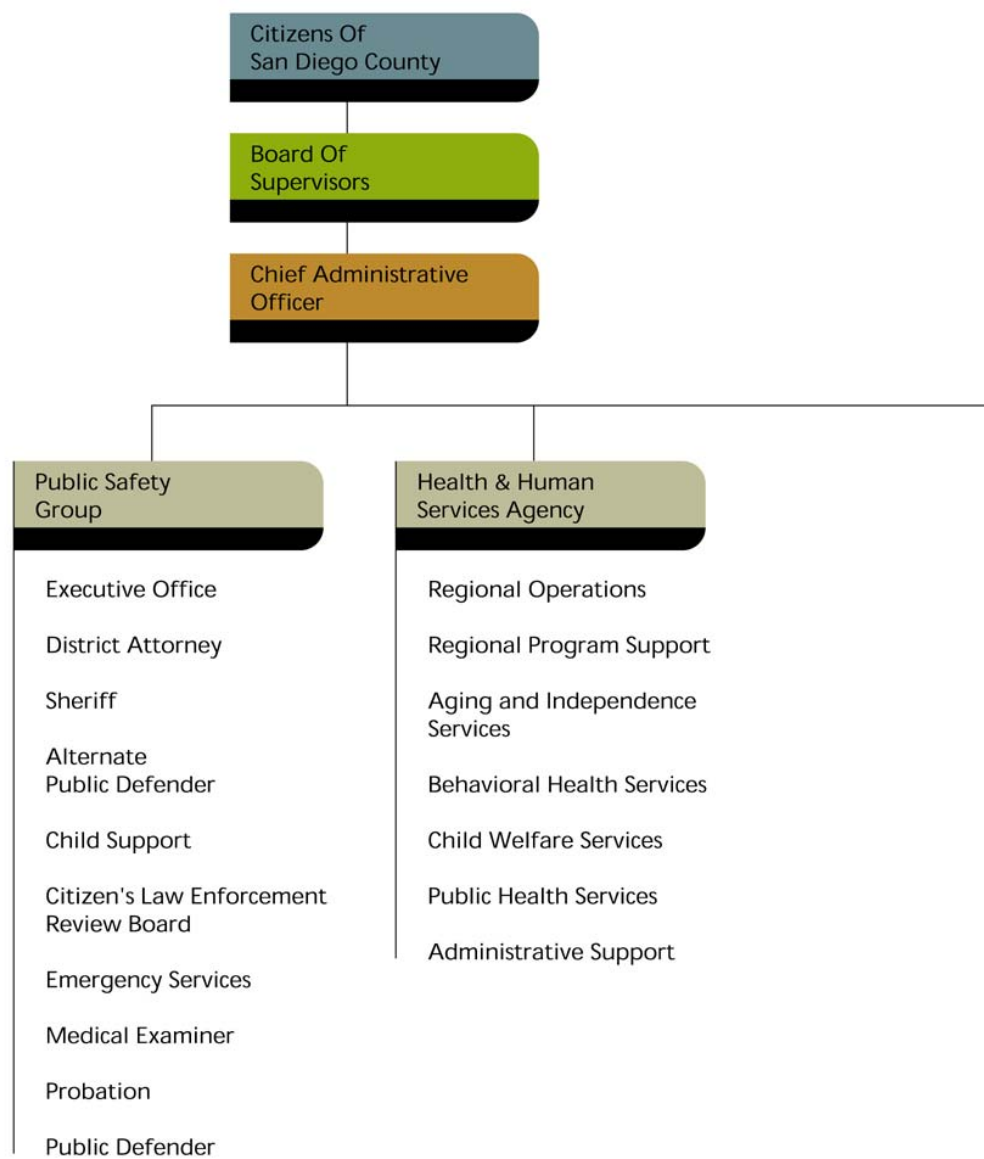
Nevertheless, it is important to note that this year's Operational Plan differs in several ways from those of past years. Some services will have to be reduced in the coming year and our organization will need to adjust to shrinking revenues by concurrently shrinking the size of our workforce. None of this will be easy. But we must act now, to ensure that we can move forward on July 1 with an organization and a spending plan that allows us to meet our obligations to County taxpayers, residents and our employees.

As we plan for the next two years, we will work closely with the State and other counties to aggressively seek sufficient funding for the services San Diego County residents want and need. We will continue to provide many vital core services to County residents. And we will not waver in our commitment to use the public funds with which we've been entrusted wisely to support the priorities of our Board of Supervisors and citizens - to provide services that improve opportunities for kids, protect the environment and promote safe and livable communities.

A handwritten signature in black ink, appearing to read 'Walter Ekard'. The script is fluid and cursive.

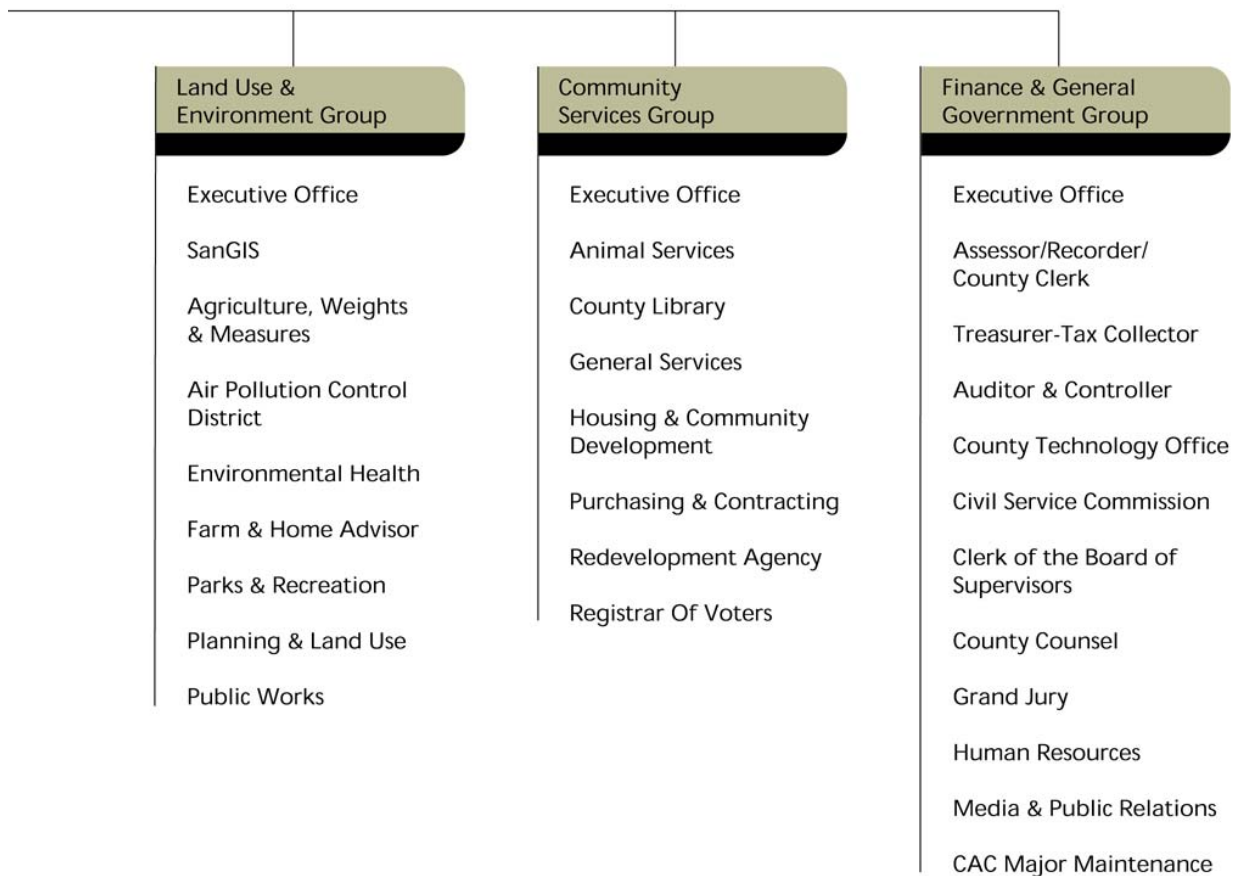
Walter F. Ekard, Chief Administrative Officer

Organizational Chart





Organizational Chart



Excellence in Governing

Mission:

To provide the residents of San Diego County with superior County services in terms of quality, timeliness and value in order to improve the region's Quality of Life.

Vision:

A County Government that has earned the respect and support of its residents.

Recognitions of Excellence

Even though San Diego County has been challenged by several events and situations such as the devastating wildfires (Firestorm 2003), the gubernatorial recall election, and the State's severe fiscal crisis, many of its departments and programs continue to be recognized for their operational and service delivery achievements, technological innovations, and prudent fiscal management.

Recognitions of excellence received by San Diego County highlight the County's progress in meeting its strategic goals, and include:

Strategic Initiative - Improving Opportunities for Kids

- **San Pasqual Academy** - a state-of-the-art residential education campus for foster care youth.
 - National Association of Counties (NACo) - *2003 Achievement Award*.
 - California State Association of Counties (CSAC) - *2003 California Community Partnership Award*.
 - California Chapter of the American Planning Association - *2003 State Planning Award*.
- **Outdoor Adventure Program** - a recreation program for at-risk teens.
 - California Parks and Recreation Society (CPRS) - *2004 Achievement Award*.
- **EmpowerSD** - an interactive website, using Geographic Information System (GIS) technology, facilitating self-sufficiency for families with children.
 - NACo - *2003 Achievement Award*.
 - Environmental Systems Research Institute (ESRI) *2003 Health and Human Services International Users Conference - CEO's Vision Award*.
 - CSAC - *2003 Challenge Award Honorable Mention*.
- **Child Assessment Network-North (CANN)** -- the County and several community-based organizations, have established assessment sites that facilitate children

being placed in foster care homes closer to their communities with family, school and church support systems.

- California State Association of Counties (CSAC) -- *2003 Challenge Award Honorable Mention*.

Recognition of other programs supporting the Kids Initiative

- Pacific Southwest Regional Council, National Association of Housing & Redevelopment Officials *National Award-of-Merit Winner* for Resident Opportunities and Academic Scholarships.
- NACo - *2003 Achievement Awards*
 - Community-Based Foster Home Recruitment & Retention Program.
 - Therapeutic Behavior Services.
 - Resident Opportunities & Academic Scholarships Program.
 - Truancy Suppression Project.
 - ELFS - Electronic Locate File System.
- CSAC - *2003 Challenge Awards - Honorable Mention*.
 - Truancy Supervision Program.
 - Earn it. Keep it. Save it. San Diego County Earned Income Tax Credit (EITC) Pilot Program.

Strategic Initiative - Protect the Environment

- **Strategic Acquisition Planning Geographic Information System (GIS) Mapping Model** - a state-of-the-art GIS modeling system to identify grants to protect environmental resources, and expand parks and recreation programs.
 - California Parks and Recreation Society - *2004 Achievement Award*.
- **Project Clean Water** - a stakeholder-driven approach to developing and implementing consensus strategies for protecting our environment and economy.
 - CSAC - *2003 Merit Award*.



- NACo - *2003 Achievement Award*.
 - **Pollution Prevention** - County agencies' work and effort in pollution prevention.
 - California Environmental Protection Agency (CalEPA) Department of Toxic Substances Control - *2003 National Pollution Prevent Week Award*.
 - U.S. Department of Homeland Security - *Certificate of Appreciation* to Air Pollution Control District Biowatch Monitoring program.
 - NACo - *2003 Achievement Award* for:
 - Pollution Prevention Technical Assistance Project for Auto Repair Shops.
 - Alternative Mobile Source Emission Reduction Credits.
 - Lawnmower Exchange Program.
 - CSAC - *2003 Challenge Awards - Honorable Mention*.
 - Air Pollution Control District Alternative Mobile Source Emission Reduction Credit.
- Other recognition for programs supporting the Environment Initiative**
- Association of Environmental Professionals - *Certificate of Merit Award* to Planning and Land Use Website recognized as an Outstanding Environmental Resource.
 - CSAC - *2003 Challenge Awards - Honorable Mention*.
 - Multiple Species Conservation Program Portal Web Site.
- Strategic Initiative - Promoting Safe & Livable Communities**
- **Volunteers in Probation** - a community service program to help individuals on probation become law-abiding, productive citizens.
 - NACo - *2004 Acts of Caring Awards Program - Criminal Justice* recognizing the best nationwide volunteer programs.
 - **West Nile Virus Strategic Response Plan** - an integrated, risk-based strategic plan that includes public education, surveillance, mosquito control, response, and remediation.
 - California Conference of Directors of Environmental Health - *2003 Excellence in Environmental Health*.
 - **Screening, Brief Intervention, and Referral (SBIR)** - a comprehensive drug and alcohol prevention and intervention service to the community cited as an exemplary program by:
 - CSAC - *2003 Challenge Award Honorable Mention*.
 - National Association of State Alcohol and Drug Directors.
 - Federal Substance Abuse Mental Health Services Association (SAMHSA) Center for Substance Abuse Prevention.
 - National Prevention Network.
 - Community Anti-Drug Coalitions of America.
 - **County Library Books-by-Mail Program** - a library service to homebound County residents.
 - NACo - *2003 Achievement Award - Best-in-Class - County Libraries*.
 - **Aging and Independence Services**
 - *Administration on Aging (AOA) - Honors* for being one of only three models of innovation and excellence in the nation regarding service integration and expanded service access for older adults.
 - NACo - *2003 Achievement Awards* for County Television Network's (CTN) - Feeling Fit Club Program.
 - International Council on Active Aging - *Industry Innovators Award* for Feeling Fit Club Program.
 - **Serial Inebriate Program (SIP)** - a joint city/county program providing substance abuse treatment and shelter for chronic public inebriates was highlighted as a model program.



- Federal Housing and Urban Development (HUD)
March 2004 report - *"Strategies in Reducing Chronic Street Homelessness"*

Other recognition for programs that promote the Safe and Livable Communities Initiative

- Solid Waste Association of North America (SWANA) - *Bronze Excellence Award* for Jamacha Landfill Gas Utilization.
- Environmental Systems Research Institute (ESRI) International GIS - *"Most Analytical" Award* - used to accurately map a Mexican Fruit Fly infestation in Valley Center to enable containment.
- Southern California & Nevada (SCAN)- National Association of Telecommunications Officers Assn (NATOA) Chapter - *First Place "Star" Award* to County Television Network (CTN) for:
 - *Performing Arts*: CTN Presents: KPRI Private Concert with Berkley Hart
 - *Public Service Announcement*: Twins-AIDS/HIV Prevention
 - *Special Audience*: Doggie Physical Therapy
- NACo - *2003 Achievement Awards* for:
 - Treasurer-Tax Collector Branch Offices.
 - Airport Security.
 - Partnership for the Public's Health Initiative (South Region).
 - Section 8 Rental Assistance Direct Deposit Program.
 - Building Blocks for Better Neighborhoods.
 - Poll Worker Ratings and Selection Program.
 - Private Development Construction Engineering.
- CSAC - *2003 Challenge Awards - Honorable Mention*
 - Adult Probation Sex Offender Units.
 - Farmworker Health Initiative.
 - Employee Disaster Preparedness: Workforce Readiness and Preparedness (WRAP) Training Program.

- Precursor Education Campaign - Methamphetamine Strike Force.

- San Diego Psychiatric Society - *2003 Mental Health Advocacy Award.*
- Featured presenter, Library Design and Planning at The San Diego Design Institute.
- Featured presenter, Customer Service in a Multi-Cultural Community at National Public Library Association Conference.

Operational Excellence Awards

- *2003 Digital Counties Survey* - rated San Diego County one of the best in the country for using the Internet to deliver information and services to the public. San Diego tied with Orange County, CA for fourth place. *The nationwide survey was conducted jointly by the Center for Digital Government, the National Association of Counties (NACo), and Government Technology magazine.*
- National Association of Telecommunications Officers and Advisors (NATOA) - *General Excellence Category* awarded to the County Television Network (CTN) for the third best large-market government access station in the country.
- *General Management System (GMS)* - The County of San Diego's guide for planning, implementing, monitoring, and rewarding all functions and processes that affect the delivery of services to our customers.
 - *San Diego County Taxpayers Association - 2003 Grand Golden Watchdog Award.*
 - *California State Association of Counties (CSAC) - 2003 Challenge Award.*
- *Purchasing and Contracting* - Business processes and technology enhancements.
 - *San Diego Taxpayer's Association - 2004 Golden Watchdog Award - Finalist.*



- American Purchasing Institute - *2003 Achievement of Excellence in Procurement Award*.
- NACo - *2003 Achievement Award - Best in Class - County Admin & Management* for Reverse Auction Purchasing.

Other recognition - Operational Excellence

- NACo - *2003 Achievement Award - Best in Class - Risk Management* for Worker's Compensation Medical Cost Management.
- Government Finance Officers Association of the United States and Canada - *Distinguished Budget Presentation Award* for the 2003-04 & 2004-2005 Operational Plan.
- San Diego Building Owners and Managers Association - *2003 Building of the Year Award - Historical Category* for the renovation and improvements to the County Administration Center (CAC).
- Government Finance Officers Association of the United States and Canada - *Certificate of Achievement for Excellence in Financial Reporting* for the Comprehensive Annual Financial Report (CAFR).
- NACo - *2003 Achievement Awards* for:
 - Best Practices for Vehicle Maintenance.
 - Pension Obligation Bonds.
 - Human Resource Services Aligned with a General Management System.
 - E-Status Tracking System for Economy and Efficiency Determination.
 - Office of Resource Development.
- CSAC - *2003 Challenge Awards - Honorable Mention*.
 - Good Ideas Program.
 - Office of Resource Development.
- Public Relations Society of America (PRSA)/San Diego Chapter - *"Bronze Bernays" Award* for the Department of Public Work's (DPW) newsletter "DPW Update".
- May 2003 - the Medical Examiner received full accreditation for five years from the **National Association of Medical Examiners (NAME)**.
- December 2003 - the Sheriff's Department's Crime Lab was accredited for 5 years by the **American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB)**.

San Diego County Profile

County History & Geography

San Diego County became the first of California's original 27 counties on February 18, 1850, shortly after California became the 31st State in the Union. At the time of its creation, San Diego County comprised much of the southern section of California. The original County boundaries included San Diego, along with portions of what are now Imperial, Riverside, San Bernardino, and Inyo counties.

The original territory of nearly 40,000 square miles was reduced until 1907, when the present boundaries were established. Today, San Diego County covers 4,255 square miles, extending 70 miles along the Pacific Coast from Mexico to Orange County and inland 75 miles to Imperial County along the international border shared with Mexico. Riverside and Orange counties form the northern border.

Juan Rodriguez Cabrillo discovered the region that eventually became San Diego on September 20, 1542. Although he named the area San Miguel, it was renamed 60 years later by Spaniard Don Sebastian Vizcaino. He chose the name San Diego in honor of his flagship and his favorite saint, San Diego de Alcala.

San Diego County enjoys a wide variety of climate and terrain, from coastal plains and fertile inland valleys to mountain ranges and the Anza-Borrego Desert in the east. The Cleveland National Forest occupies much of the interior portion of the County. The climate is equable in the coastal and valley regions where most resources and population are located. The average annual rainfall is only 10 inches, so the County is highly reliant on imported water.

In October 2003, Firestorm 2003 burned nearly 400,000 acres and destroyed approximately 5,000 structures. The County has moved quickly to repair and safeguard public infrastructure, such as roads and parks, and to assist private property owners in protecting their property by removing contaminated burn debris and installing erosion control

devices to reduce risk of flooding and mudflows. Total costs to the County for Firestorm 2003 are projected to be \$42.6 million.

County Population

San Diego County is the southernmost major metropolitan area in the State of California. The County population in January 2003 was estimated to be 2,961,700, an increase of 1.5% over January 2002, making it the third largest county by population in California.

City	January 1, 2003
Carlsbad	90,300
Chula Vista	199,700
Coronado	26,350
Del Mar	4,500
El Cajon	96,700
Encinitas	61,200
Escondido	138,000
Imperial Beach	27,600
La Mesa	55,700
Lemon Grove	25,350
National City	59,800
Oceanside	169,800
Poway	49,850
San Diego	1,275,100
San Marcos	63,500
Santee	53,600
Solana Beach	13,350
Vista	92,800
Unincorporated	458,500
Total	2,961,700

The population was forecast to surpass 3 million in 2003. Final demographic data for 2003 both for the County and State are expected to be released in May 2004, not in time for the publication of the Fiscal Year 2004-05 and 2005-06



CAO Proposed Operational Plan. San Diego is expected to be ranked the 17th most populated metropolitan area in the United States for 2003 and as a single county, the fourth largest population of all counties in the nation. The regional population forecast for 2030 is estimated at 3.9 million according to the San Diego Association of Governments (SANDAG).

The racial and ethnic composition of San Diego County is as diverse as its geography. According to SANDAG's analysis of the 2000 Census, 55% of the population is White; 27% Hispanic; 9% Asian; 5% Black; and 4% all other groups. The 47% growth in the Hispanic population over the last 10 years has significantly exceeded total County population growth of 13%. SANDAG projects that both Hispanic and Asian population shares will continue to increase through 2020. SANDAG also projects an older San Diego County population by 2020, based on statistics such as median age and rate of increase of populations over 65.

County Economy

San Diego County has experienced positive economic growth every year since 1994. Although economic momentum has slowed in recent years, San Diego County's gross regional product (GRP), the estimated total value of the local economy, grew an inflation-adjusted 3.5% and reached a record setting \$129.2 billion in 2003. The regional economy has outperformed both the State and national growth rates. The San Diego Regional Chamber of Commerce's Economic Research Bureau (ERB) forecasts that San Diego will experience yet another year of positive economic growth in 2004, an inflation adjusted 4.2%.

Nearly one-half of San Diego County's population is part of the civilian labor force. The region is also home to perhaps the largest military complex in the world, and represents another 108,000 jobs within the local economy. The County has experienced positive job growth, prompting

migration to San Diego by prospective employees in search of work. The annual unemployment rate is estimated at 3.9% for 2004. These figures remain lower than the State forecast of 6.2% and the national forecast of 5.8%.

Median household income in San Diego County was estimated at \$54,293 for 2003 and is expected to be \$58,100 in 2004. The demand for residential construction will remain strong in 2004. Home values countywide shot up an average of 17% in 2003. In 2004, single-family home prices are expected to increase an additional 10%. San Diego's housing affordability, a measure indicating the average household's ability to afford a median-price home, fell to 15% in December 2003 from 22% in 2002 and 27% in 2001.

Since the prolonged recession of the early 1990's, San Diego County has worked hard to build a more diversified economy. San Diego evolved as a hub for research and development (R&D) and product manufacturing in telecommunications, biotechnology, military products, electronics and Information Technology. A broad base of high technology companies has benefited the local economy. Due to the considerable build-up of military and defense-related spending by the U.S. government following the September 11th, 2001 terrorist attacks, San Diego received an increase in defense expenditures to more than \$13.6 billion in 2002. Overall, defense spending continued to rise in 2003 with the Middle East conflicts. International trade and implementation of the North American Free Trade Agreement (NAFTA) continue to be a major economic strength for the County. The San Diego Convention and Visitors Bureau (CONVIS) reported visitor spending nearly 5.0% above the previous year and approaching a record of nearly \$5.3 billion in 2003. The expansion of the San Diego Convention Center and the opening of the new Petco Park baseball complex downtown creates additional economic benefits for area hotels.

Sources: SANDAG - San Diego's Regional Planning Agency, San Diego Regional Chamber of Commerce, and San Diego County Comprehensive Annual Financial Report (CAFR).

Understanding the Operational Plan

This Operational Plan provides the County's financial plan for the next two fiscal years (July 1, 2004 through June 30, 2006). Pursuant to Government Code §29000 et al., however, State law allows the Board of Supervisors to formally adopt only the first year of the Operational Plan as what is known as the annual Line-Item Budget. The Board approves the second year of the plan in principle for planning purposes.

The Operational Plan details each department's major accomplishments achieved during the past year, discusses strategic objectives for the next two years, and projects the resources required to achieve them. Operational planning in the County's General Management System (GMS) builds from the Strategic Plan and the Five-Year Financial Forecast. The first two fiscal years of the financial forecast form the basis for the Operational Plan. The Operational Plan is monitored regularly and is linked to the rewards and recognition phase of the GMS.

The following information is provided to assist the reader in understanding the Operational Plan's data and narrative.

Governmental Structure

The County was incorporated February 18, 1850, and functions under a Charter adopted in 1933, including subsequent amendments. A five-member Board of Supervisors elected to four-year terms in district, nonpartisan elections governs the County. There are 18 incorporated cities in the County and a large number of unincorporated communities. The County provides a full range of public services, including public assistance, police protection, detention and correction, health and sanitation, recreation, and others. These services are provided by five Agency/Groups, that are headed by General Managers [Deputy Chief Administrative Officers (DCAOs)], who report to the Chief Administrative Officer (CAO). Within the Groups, there are four departments that are headed by elected officials - District Attorney and Sheriff (Public Safety

Group) and the Assessor/Recorder/County Clerk and Treasurer-Tax Collector (Finance and General Government Group).

The General Management System

The County's General Management System is the instruction manual for managing County operations and is the guide for adherence to key disciplines and core principles. The GMS describes how we plan, implement, and monitor all County functions that affect the services we provide to County residents, businesses, and visitors. Simply put, the GMS is a way of making sure that we uphold our obligations to our fellow citizens by sticking to our promises and plans, objectively evaluating performance, striving for continuous improvement, and efficiently applying precious taxpayer dollars.

The idea behind the GMS is straightforward: the County is able to provide superior services if we set sound goals and apply sound management principles to achieve those goals. At the heart of the GMS are five overlapping components that help make sure the County asks and answers crucial questions:

Strategic Planning asks: *Where are we going?* Strategic Planning is long-range (five-year) planning that anticipates significant needs, challenges, and risks on the horizon. A key product of the Strategic Planning process is the County's Strategic Plan, which defines major goals and action plans.

Operational Planning asks: *How do we plan to get where we're going?* Operational Planning focuses on short-term planning for the two upcoming fiscal years, allocating resources to specific programs and services in order to implement the Strategic Plan.

Monitoring and Control asks: *Are we on track?* Monitoring and Control is the process of continuously evaluating performance to ensure that goals are tracked, plans followed, and risks identified. This allows the County to know right



away if we are over-spending or under-performing. Evaluations occur on a monthly, quarterly, and annual basis at all levels of the organization.

Functional Threading asks: *Are we working together?* The County has many critical functions and goals that cut across organizational lines. Functional threading ensures communication and cooperation across these lines to achieve objectives, solve problems, and share information. Coordinating staff and linking the functions they perform allows the County to efficiently use scarce resources.

Motivation, Rewards, and Recognition asks: *Are we sharing goals and encouraging success?* County employees personalize GMS disciplines. This requires setting clear expectations for employees, providing incentives, evaluating employees' performance, and rewarding those who meet and exceed expectations.

The five GMS components form an annual cycle that is renewed each fiscal year with review of the Strategic Plan and development of a new Operational Plan.

Strategic Plan

The General Management System provides the County with a set of operating rules and guidelines. The Strategic Plan identifies key goals and disciplines, outlining the County's priorities for accomplishing our mission over a five-year period. Our Strategic Plan tells us where we should be going and our General Management System helps make sure we get there.

The County's 2004-09 Strategic Plan defines broad, organization-wide goals - known as Strategic Initiatives - which help prioritize specific County efforts and programs and form the basis for allocating resources. Everything the County does supports these three Strategic Initiatives: Kids (Improve opportunities for children), the Environment (Promote natural resource management strategies that ensure environmental preservation, quality of life, and economic development), and Safe and Livable Communities (Promote safe and livable communities).

The Strategic Plan also sets forth key organizational disciplines since we must maintain a high level of operational excellence in order to accomplish our Strategic Initiative goals. Our Required Disciplines serve as enablers to the Strategic Initiatives. These Required Disciplines are: Fiscal Stability; Customer Satisfaction; Regional Leadership; Skilled, Competent Workforce; Essential Infrastructure; Information Management; Accountability/ Transparency; and Continuous Improvement.

To connect our Strategic Plan goals with the resources necessary to achieve them, a Five-Year Financial Forecast evaluates our available resources. To further align our goal setting process with resource allocation, the Strategic Plan is reflected in the program objectives in the Operational Plan, in the performance plans for managers, and in each department's Quality First Program goals.

Context for Strategic and Operational Planning

To be effective, the goals we set and resources we allocate have to be consistent with our purpose as an organization. Context for all strategic and operational planning is provided by the County's Mission, Guiding Principles, and Vision. The Strategic Plan sets the course for accomplishing the County's mission:

To provide the residents of San Diego County with superior County services in terms of quality, timeliness and value in order to improve the region's Quality of Life.

This mission reflects our commitment to anticipating, understanding, and responding to the critical issues that affect our residents. The Strategic Plan also upholds the County's Guiding Principles, core values that articulate our organization's ethical obligations to County residents and basic standards to which County employees must adhere. These four Guiding Principles are:

- Provide for the safety and well-being of those San Diego communities, families, individuals, and other organizations we serve.



Understanding the Operational Plan

- Preserve and enhance the environment in San Diego County.
- Ensure the County's fiscal stability through periods of economic fluctuations and changing priorities and service demands.
- Promote a culture that values our employees, partners and customers and institutionalizes continuous improvement and innovation.

Achieving our Strategic Initiatives and maintaining operational excellence allows the County to realize its Vision:

A County Government that has earned the respect and support of its residents.

Notes to "Understanding the Operational Plan"

Health and Human Services Agency

The proposed Operational Plan has changed from previous years' broad categories of programs. Its new presentation promotes and maintains accountability and transparency of Agency services and operations and consists of:

- Three "stand-alone" service divisions, Aging and Independence Services, Child Welfare Services, and Public Health Services.
- Regional Operations (the service delivery system).
- Regional Program Support.
- Behavioral Health Services (Alcohol and Drug Services and all Mental Health services).
- Administrative Support.

Trade and Business Development

The Office of Trade and Business Development has been eliminated to recognize the changes in economic development in the region due to the established regional and subregional economic development corporations.

Operational Plan Documents

Several documents are produced to aid in budget development and deliberations:

CAO Proposed Operational Plan—is a comprehensive overview of the Chief Administrative Officer's (CAO) proposed plan for the County's operations for the next two fiscal years, including:

- Summary tables showing the balance of revenues and expenditures for all County funds.
- A listing of planned capital projects.
- A summary of the County's short- and long-term debt.
- A detailed section by Agency/Group and Department/program describing their missions, prior year accomplishments, operating objectives, revenue amounts and sources, expenditures by category, staffing by program, and performance measures.
- Other supporting material including a glossary.

Change Letters—are proposed changes to the CAO Proposed Operational Plan submitted by the CAO and members of the Board of Supervisors. The CAO Change Letter updates the CAO Proposed Operational Plan with information that becomes available after the document is presented to the Board of Supervisors. Such modifications may be due to Board actions that occurred subsequent to the submission of the CAO Proposed Operational Plan or recent changes in State or federal funding. The CAO Change Letter typically contains:

- A schedule of revisions.
- A summary of Agency/Group adjustments.
- Highlights of significant changes to the Proposed Operational Plan.

Referrals To Budget—are status updates on items on which the Board of Supervisors has deferred action during the current fiscal year until the budget process. The Clerk of the Board tracks referrals to budget. As Budget Deliberations approach, the status of each referral is updated and included



in a compilation of all the referrals made throughout the year. This document is submitted to the Board for its review and for discussion with affected departments during Budget Deliberations.

Citizen Advisory Board Statements—are comments of citizen committees on the CAO Proposed Operational Plan.

Referrals From Budget—are requests made by the Board of Supervisors during Budget Deliberations for additional information to assist them in making decisions during the fiscal year. The Agency/Groups are responsible for providing requested information to the Board. The status of each referral from budget is tracked by the Clerk of the Board to ensure that the information is provided.

Post Adoption Documents

Operational Plan—is a comprehensive overview of the Board of Supervisors' adopted and approved plan for the County's operations for the next two fiscal years. The Operational Plan is an update of the CAO Proposed Operational Plan reflecting revisions made by the Board during Budget Deliberations. Like the CAO Proposed Operational Plan, the Operational Plan includes:

- Summary tables showing the balance of revenues and expenditures for all County funds.
- A listing of planned capital projects.
- A summary of the County's short- and long-term debt.
- A detailed section by Agency/Group and Department/program describing their missions, prior year accomplishments, operating objectives, revenue amounts and sources, expenditures by category, staffing by program, and performance measures.
- Other supporting material including a glossary.

Budget Modifications—State Law permits modifications to the first year of the Operational Plan during the year with approval by the Board of Supervisors. There are two options for accomplishing a mid-year budget adjustment:

- **Board Of Supervisors Weekly Regular Agenda**

Process—Budget modifications are generally made due to unforeseen and program-specific changes. In compliance with Government Code §29130, increases in appropriations require a four-fifths vote by the Board after the first year of the Operational Plan Line-Item Budget is adopted.

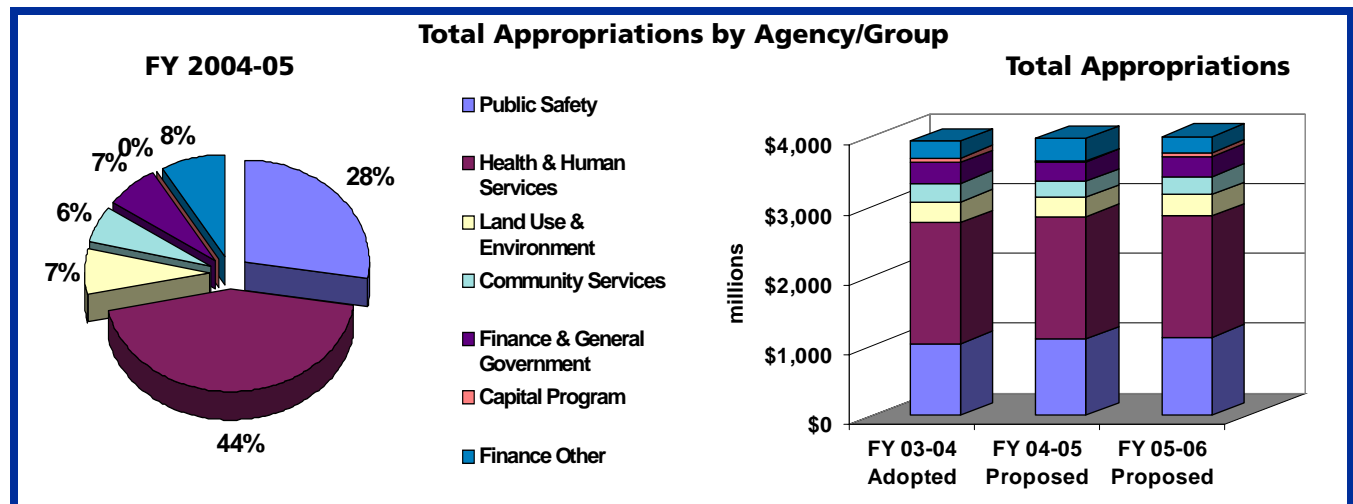
Such changes could include requests for additional appropriations as a result of additional revenues for specific programs or a contract modification. Items placed on the agenda that have a fiscal or budgetary impact are reviewed and approved by the Chief Financial Officer and County Counsel. Contract modifications also require the approval of the Purchasing Agent.

- **Quarterly Status Reports**—Quarterly, each Agency/Group may recommend appropriation adjustments and management reserve and/or Contingency Reserve usage through the CAO to address unanticipated needs.
- **Adjusted Actuals**—Expenditures may not legally exceed budgeted appropriations at the expenditure object level within each department. In some instances in the Adopted Operational Plan, the adjusted actuals for the most recently completed fiscal year will exceed the adopted budget for that year. This results from the inclusion of expenditures related to mid-year budget amendments or to encumbrances of prior year appropriations in the adjusted actual figures. The adopted budget does not include appropriations for these expenditures, but the appropriations are part of the “current budget” and are thus considered “budgeted”.

All Funds: Total Appropriations

Total Appropriations by Agency/Group

Appropriations total \$3.96 billion in the Proposed Operational Plan for Fiscal Year 2004-05 and \$3.85 billion for Fiscal Year 2005-06. This is a decrease of \$126.5 million (3%) for Fiscal Year 2004-05 from the Fiscal Year 2003-04 Adopted Budget. Looking at the Operational Plan by Agency/Group, expenditures are proposed to increase slightly in the Public Safety Group and in the Health and Human Services Agency (HHS), with all other Groups decreasing appropriations. The Health and Human Services Agency, at \$1.75 billion, continues to be the largest share of the budget (44%), followed by the Public Safety Group at \$1.09 billion (28%). The pie chart below shows each functional area's share of the Fiscal Year 2004-05 Operational Plan, while the bar chart and table compare the Fiscal Years 2004-05 and 2005-06 proposed appropriations to Fiscal Year 2003-04 levels.



Total Appropriations by Agency/Group (in millions)

	Fiscal Year 2003-04 Adopted Budget	Fiscal Year 2004-05 Proposed Budget	% Change	Fiscal Year 2005-06 Proposed Budget	% Change
Public Safety	\$ 1,082.8	\$ 1,094.2	1.05	\$ 1,101.1	0.63
Health and Human Services	1,744.1	1,747.9	0.22	1,734.3	(0.78)
Land Use & Environment	305.6	282.2	(7.66)	278.5	(1.31)
Community Services	251.7	230.7	(8.34)	228.6	(0.91)
Finance & General Government	289.1	276.5	(4.36)	273.3	(1.16)
Capital Program	67.8	5.4	(92.04)	3.4	(37.04)
Finance Other	349.1	326.9	(6.36)	230.0	(29.64)
Total	\$ 4,090.2	\$ 3,963.7	(3.09)	\$ 3,849.1	(2.89)



Total appropriations are driven by the resources available to support them and the mix of those appropriations by the combination of contractual commitments, such as negotiated salaries agreements, and the objectives of the three Strategic Initiatives. The efforts taken by the State to balance its budget have significant negative financial impacts on local governments on several fronts.

- First, the State mandates that the County provide certain programs and services. The programs are delivered by both County staff and outside contractors. As an example, although some mandated HHSA program costs and caseloads have increased, the State has not increased its funding. The consequence of this State fiscal strategy is reduced service levels.
- Second, under the Governor's Proposed State budget, the County's discretionary funding (General Purpose Revenues, \$630.2 million projected for Fiscal Year 2004-05) will suffer permanent damage through a shift away from the County of approximately \$55.3 million in property tax revenue. For a full discussion, see the section below entitled "General Purpose Revenues." This anticipated significant loss of revenues that are most central to local discretionary services and priorities has necessitated a painful adjustment of resource allocations to ensure that we retain core services, but at the expense of either scaling back or eliminating other valuable, but non-core, services.

An overview of the County's CAO Proposed Operational Plan is presented below by Agency/Group. More detail by departments begins on page 57.

Public Safety Group — A net increase of 1.1% or \$11.4 million over the Fiscal Year 2003-04 Adopted Operational Plan. This increase is due to negotiated salaries and benefits increases, but resource constraints mean a reduction of 639.50 staff years within the Public Safety Group. These reductions are the result of the proposed property tax shift to schools by the State of California, as well as proposed reductions in categorical programs.

The effects include

- Reduction in the level of supervision provided to juvenile offenders.
- Fewer juvenile detention beds provided locally.
- Reduction in juvenile prevention programs.
- Indigent clients may not have the benefit of one lawyer from start to finish on their case.
- Lower child support collections for welfare cases.

Despite these reductions, the departments within the Public Safety Group strive to provide safe and livable communities for the citizens of San Diego County as well as an efficient and responsive criminal justice system.

Key objectives in the coming year include:

- Identify funding to acquire land and construct a new Sheriff's station in the Rancho San Diego community.
- Participate in the development of a Regional Intelligence Center that would also serve the region's needs for a Terrorism Early Warning Center.
- Establish health insurance orders in 80% of cases with current child support orders, ensuring that children have the opportunity to receive health insurance
- Work with San Diego County law enforcement and fire services agencies to develop protocols and procedures to use automated community notification system to alert County residents of emergency situations.
- Identify funding to complete needed enhancements to the Regional Communications System.
- Improve the safety of our communities by monitoring sex offenders. Departments within the Public Safety Group will implement standards for supervision of sex offenders, ensure successful implementation of the sex offender registration program, and support legislation to broaden access to the Megan's Law database on sex offenders.



All Funds: Total Appropriations

- Establish a program for Adult Literacy focusing on nonviolent offenders without a high school diploma or General Equivalency Diploma (GED).
- Attack gang violence by partnering with local jurisdictions and non-County agencies to identify all active gangs, gang members and their areas of operation within the County. Departments within the Public Safety Group will target those areas by developing law enforcement and prosecution strategies as well as participating in multi-agency sweeps.
- Open the East Mesa Juvenile Detention Facility and ensure the safe and secure operation of the new Detention facility.
- Participate on a multi-disciplinary task force to address and work to prevent the harmful effects of youths' exposure to violence.
- Assess the prevalence of drugs in motor vehicle fatalities, many of which involve minors, through a partnership with the Drugs, Alcohol, and Driving Project (DAAD).

Health and Human Services Agency — A net increase of 0.2% or \$3.8 million over the Fiscal Year 2003-04 Adopted Operational Plan. With the State's continuing fiscal crisis, the Operational Plan assumes either reductions or no growth in most State and federal allocations that support the majority of the Health and Human Services Agency's programs. This is the fourth year that the cost of doing business is increasing faster than available funding, and revenue allocations for caseload growth have not been included in most State funding sources. Consequently, HHSA has carefully reviewed all programs, will eliminate or reduce some functions in the upcoming year and, for the second year in a row, has reduced staff years. The overall increase supports negotiated salaries and benefits agreements and aligns resources to growing entitlement programs including Foster Care and Adoption Assistance. Programs across HHSA are being reduced to align with projected funding, including CalWORKs, Food Stamps, employment

services, mental health services, alcohol and drug services, and public health services. Where possible, resources were allocated based on the following principles and guidelines:

- Maintain core, priority and mandated programs and activities.
- Align resources to support the County and HHSA's Strategic Plans, with a focus on Kids, the Environment, and Safe and Livable Communities.
- Use one-time resources for one-time costs, not on-going expenses.
- Use evaluation or outcome data in sustaining programs or minimizing reductions.
- Preserve funding that "matches" or leverages other dollars.

Key objectives in the coming year include:

- Provide free tax preparation services to 2,000 low-income residents for the federal Earned Income Tax Credit (EITC) program, returning \$3.0 million in tax dollars back to the community.
- Increase by about 2,200 (to reach 225,064) the number of eligible children enrolled in Medi-Cal and Healthy Families to enhance access to physical and dental prevention and treatment services.
- Strengthen Child Welfare Services by managing to achieve State and federal accountability outcomes for the safety and well being of children.
- Place 50% of an estimated 8,000 participants in the Welfare-to-Work program each month in unsubsidized employment.
- Conduct three drills or exercises with Public Health staff and community partners to evaluate and enhance the County's level of preparedness for public health hazards.
- Ensure 90% of contacts to infectious tuberculosis (TB) cases are evaluated, according to federal standards, to prevent the spread of this communicable disease.



- Begin construction of the Edgemoor Healthcare Campus, which will house 192 residents, and improve the quality of life for those patients.
- Manage better with fewer resources by strengthening Agency revenue management and developing performance work statements for 10% of contracts identified in a performance-based contracting plan.
- Begin the integration of mental health and alcohol and other drug services into a behavioral health system, responsive to the needs of children and adults with both substance abuse and mental health problems.
- Achieve an accuracy rate of 94% of Food Stamp benefits dollars issued to more than 30,000 households.

Land Use and Environment Group — An expenditure decrease of 7.7% or \$23.3 million from the Fiscal Year 2003-04 Adopted Operational Plan. This decrease is due to the proposed State shift of property tax revenues away from the County and reductions by the State in various State-funded categorical programs, with an overall reduction of 40.00 staff years. The decrease will have the following results on activities:

- Reduced level of Code Enforcement.
- Reductions in road and flood control projects.
- Reduction in park development and ballfield maintenance.
- Elimination of High Risk Pest Exclusion Program.

Key objectives in the coming year include:

- Seek full State and federal reimbursement of costs resulting from Firestorm 2003.
- Develop grant proposals to help fund fire recovery efforts including the removal of dead and dying trees.
- Complete public review of the General Plan 2020 Environmental Impact Report, and present it to the Board of Supervisors for approval.

- Continue to improve watershed protection and stormwater quality through regional leadership, developing guidance documents, conducting inspections of construction projects, and continuing a systematic culvert, drainage channel, and road cleaning program to keep debris out of rivers, bays, and the ocean.
- Complete Environmental Impact Report/Study for the North County Multiple Species Conservation Program (MSCP) Subarea Plan.
- Revise rules to further reduce emissions from gasoline stations, solvents, boilers, engines and gas turbines to continue ozone attainment.
- Build or replace five playgrounds to provide safe, fun, accessible play areas and physically challenging recreation opportunities and construct or upgrade five athletic fields to improve opportunities for children to exercise and enjoy team sports.
- Improve customer service delivery by improving basic and advanced customer service training throughout the County organization.

Community Services Group — A net decrease of 8.3% or \$21.0 million from the Fiscal Year 2003-04 Adopted Operational Plan. This decrease is the net combination of: a 10.6% decrease (116.75 staff years) in staffing in response to the State shift of property tax revenues away from the County, the non-renewal of Animal Services contracts with two cities, and demands from customer Cities and departments for reduced total service costs; negotiated salaries and benefits increases; increased spending for major maintenance; and, elimination of double budgeting of blanket purchase orders made possible by accounting changes associated with implementation of the Oracle financial system. As a result of these reductions, Group services will be reduced:

- Animal Shelters will be open to the public only five days a week instead of seven.



All Funds: Total Appropriations

- Only one of the six libraries currently open on Sundays will continue to offer Sunday hours.
- Discretionary maintenance will be limited to that necessary for health, safety, and to avoid serious facility deterioration.
- Requisitioning, contracting, and printing will be delayed.

Key objectives in the coming year include:

- Provide a nurturing environment for community youth by assisting families to secure safe, decent, and affordable housing by providing housing assistance subsidy to approximately 10,650 households.
- Successfully conduct the November 2004 Presidential General Election and March 2006 Gubernatorial Primary Elections.
- Complete construction and open the new North County Animal Shelter, the new Bonita-Sunnyside Library, Julian Library, Campo Library, and Spring Valley Gym and Teen Center.
- Maintain County facilities by completing \$3.1 million in capital renewal and \$7.1 million in major maintenance projects.
- Foster energy efficiency by: Completing \$2 million in energy savings projects in County facilities; encouraging energy efficiency in affordable housing developed with assistance from County housing programs; and, in collaboration with San Diego Gas and Electric, providing programs on energy conservation in Spanish and English in the library service area communities.
- Complete installation of stormwater management infrastructure improvements at the County Operations Center.
- Acquire 1,000 acres for open space preservation in support of Multiple Species Conservation Program (MSCP).

- Expand use of procurement savings/cost avoidance techniques including alternate sourcing, simplified specifications, product substitution, surplus reutilization, use of existing competed contracts and cooperative purchase agreements, and reverse auctions.
- Duplicate the Fiscal Year 2003-04 achievement of zero euthanasia of any healthy, behaviorally sound animal in County shelters.
- Promote literacy and provide access to information by supplying more than 71,000 hours of library service at 32 branch and two mobile libraries.

Finance and General Government Group — A net decrease of 4.4% or \$12.6 million from the Fiscal Year 2003-04 Adopted Operational Plan. The net change is the result of a combination of the State shift of property taxes away from the County and lowered spending levels for the information technology (IT) services Countywide that are reflected in the IT internal service fund. There are proposed decreases in IT expenditures within the Group, reductions in levels of temporary and seasonal help, and increase in salaries and benefits costs due to negotiated labor agreements. Staff years, however, are proposed to be reduced by 36.25 in order to stay within available resources. Among the activities affected by reductions are:

- Availability of staff to implement new financial systems of the Enterprise Resource Planning (ERP) system
- Contract oversight in the County Technology Office
- Longer wait time for recording and tax collection services during peak periods.
- Employee development and training.

Key objectives in the coming year include:

- Serve as enablers to other County departments that directly support the County's Strategic Initiatives: Kids, The Environment, and Safe and Livable Communities.



- Provide accounting, budget, payroll and human resources services to County departments to provide the essential infrastructure for fiscal discipline and stability across the organization.
- Maintain a structurally-balanced budget in light of potentially drastic reductions in State revenue by continuing to balance prudent cash reserves with operational needs and balancing the County budget without the use of one-time funding for ongoing needs.
- Provide capital finance management services to County departments to maintain a favorable standing in the capital market and prudent management of the County's debt portfolio.
- Continue the implementation of information technology solutions that enhance the County's ability to provide services that meet its strategic initiatives.
- Continue to implement and enhance the County's vision of Human Resources by assisting County departments in hiring and retaining a committed, capable, and diverse workforce.
- Implement ERP applications to enhance strategic planning efforts and promote well-informed decision making at all levels of County government.
- Continue with Business Process Reengineering (BPR) efforts to expand and fully utilize the County's new Human Resources/Financial Enterprise Resource Planning systems and pbViews Performance Management software.
- Manage and maintain a favorable credit quality rating and volatility rating for the San Diego County Treasurer's Pooled Money Fund by protecting the pool investments against losses through the execution of prudent and conservative investment policies.
- Provide resources for the provision of services to the public through the collection of revenue from the assessment of property and recording activities.

- Obtain the Certificate of Achievement for Excellence in Financial Reporting and the Distinguished Budget Presentation Award from the Government Finance Officers Association of the United States and Canada, demonstrating that visible, clear, and comprehensible decisions related to resource allocation are made by the County on behalf of its citizens.
- Provide legal services and specialized training to specifically address risk management issues for various County departments.

Capital — A decrease of \$62.4 million or 92% from Fiscal Year 2003-04. Beginning in Fiscal Year 2004-05, lease payments to the San Diego County Capital Asset Leasing Corporation (SANCAL) for County facilities will not be made from the Capital Outlay Fund, but directly from the General Fund, with the appropriations in Finance Other. There are no new capital or land acquisition projects proposed for Fiscal Year 2004-05 in the Capital Group.

Finance-Other — A decrease of \$22.2 million or 6.4% from Fiscal Year 2003-04. This group of programs includes miscellaneous funds and programs that are predominantly Countywide in nature, have no staffing associated with them, or exist for proper budgetary accounting purposes. Included in this Group are such programs as the Contingency Reserve, the General Fund's Contribution to the Capital Outlay Fund, Lease-purchase Payments on SANCAL bonds, the Employee Benefits Internal Service Fund, the Public Liability Internal Service Fund, the Pension Obligation Bond (POB) fund, the Community Enhancement Program, and the Community Projects program. The decrease is the result of lower lease purchase payments, no new capital projects, and changes in amounts budgeted as one-time items. There is an increase in the Employee Benefits ISF for Workers Compensation including an increase in the Workers Compensation reserves.

Key objectives in the coming year include:



All Funds: Total Appropriations

-
- Defease the remaining 1994 Pension Obligation Bonds to provide budgetary capacity for payments on new POBs to be issued in 2004.
 - Increase the reserve for Workers Compensation by \$2.0 million.



Total Appropriations by Category of Expenditures

The table below shows the Operational Plan broken down by category of expenditures. As noted above, the Fiscal Year 2004-05 Operational Plan decreased overall by \$126.5 million from the Fiscal Year 2003-04 Adopted Budget.

Total Appropriations by Category (in millions)

	Fiscal Year 2003-04 Adopted Budget	Fiscal Year 2004-05 CAO Proposed Budget	% Change	Fiscal Year 2005-06 CAO Proposed Budget	% Change
Salaries & Employee Benefits	\$ 1,349.3	\$ 1,389.6	2.99	\$ 1,412.2	1.63
Services & Supplies	1,301.0	1,214.9	(6.62)	1,185.5	(2.42)
Other Charges	756.6	742.8	(1.82)	680.0	(8.45)
Capital Projects/Land Acquisition	24.2	7.7	(68.18)	4.3	(44.16)
Capital Assets Equipment	18.2	14.5	(20.33)	13.3	(8.28)
Expenditure Transfer & Reimb	(16.1)	(16.2)	0.62	(16.7)	3.09
Reserves	11.1	11.1	0.00	11.1	0.00
Reserve/Designation Increase	6.4	4.6	(28.13)	2.5	(45.65)
Operating Transfer Out	628.5	585.0	(6.92)	549.4	(6.09)
Management Reserves	11.0	9.6	(12.73)	7.5	(21.88)
Total	\$ 4,090.2	\$ 3,963.7	(3.09)	\$ 3,849.1	(2.89)

Changes include:

- Salaries and Benefits are increasing by 2.99% (\$40.3 million) in Fiscal Year 2004-05. The increase, however, has been limited by a drop in available revenues and is inadequate to support previously planned staffing levels for Fiscal Year 2004-05. The amount for salaries and benefits reflects negotiated increases in base pay and health insurance along with required payments to the retirement fund. The amounts budgeted for overtime and temporary help have been reduced. The smaller increase in Fiscal Year 2005-06 of \$22.6 million (1.63%) is due to continuing increases in negotiated salaries and benefits costs. (See "Total Staffing" on page 27 for information on staffing changes by functional area and further detail regarding labor agreements.)
- Services and Supplies are decreasing by 6.62% (\$86.1 million). A change in accounting procedures and the elimination of Central Stores in the Purchasing and Contracting Internal Service Fund result in a decrease of \$36.1 million in expenditures. Decreases are proposed in most accounts within services and supplies, most notably for contracted services, consultant services, information technology, rents and leases, minor equipment, safety devices, travel, public liability insurance premiums, and miscellaneous expenses. Increases are proposed, however, in areas such as major maintenance, equipment and vehicle maintenance, postage and household expense.
- Other Charges are decreasing by \$13.8 million. Appropriations in this category are for items such as aid payments, debt service payments, interest expense, right of way easement purchases, and various contributions to other agencies including trial courts and community



All Funds: Total Appropriations

enhancement organizations. Increases are proposed in aid for adopted children, foster care, support and care of persons and bond redemption. Decreases are proposed in right-of-way easement purchases, interest on bonds, lease purchase of structures and childcare participant benefits.

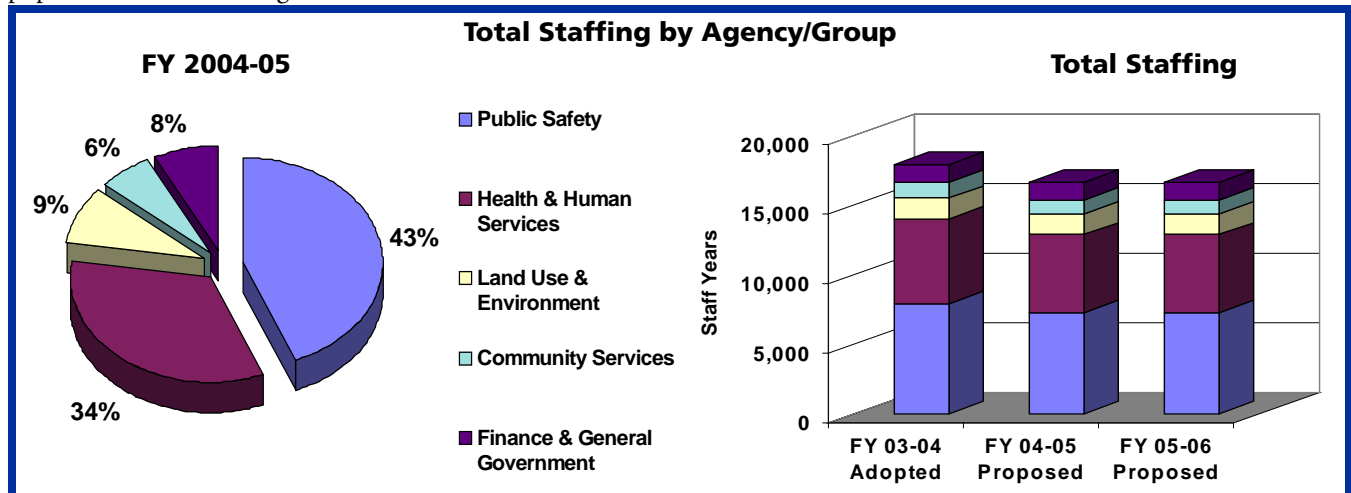
- Capital Projects and Land Acquisition appropriations are decreasing \$16.5 million, down 68.18% from last year. The amount of money available for new projects or project expansion varies year-to-year, but capital appropriations at the project level are generally considered to be one-time. Overall, there is less one-time funding available in this Plan for new capital projects. Appropriations for all new capital projects for Fiscal Year 2004-05 are proposed by the Department of Public Works.
- Capital Assets Equipment expenditures are decreasing by \$3.7 million, 20.33%, as a result of lower data processing equipment purchases and lower spending for special departmental equipment in the Public Safety Group.
- Reserve / Designation Increases can vary from year to year depending upon the need to set aside fund balance for specific uses. Overall, there is a decrease of \$1.8 million, with decreases in reserve designations for the Registrar of Voters and Special Districts and an increase in the Workers' Compensation reserve (both years). In the second year of this Plan, there is no additional reserve designation for the new property tax system, a decrease of \$2.6 million from Fiscal Year 2004-05, because the new system is expected to be acquired in Fiscal Year 2004-05.
- Operating Transfers Out, the accounting vehicle for transferring the resources of one fund to pay for activities in another, are decreasing by \$43.5 million, 6.92%. Previously paid from the Capital Outlay Funds, the County's lease payments on SANCAL bonds will now be paid from the General Fund, eliminating the need for operating transfers.
- Management Reserves are decreasing by \$1.4 million, 12.73%. The level of Management Reserves can vary from year-to-year. They are used to fund one-time projects or to serve as a prudent cushion for revenue and economic uncertainties.

All Funds: Total Staffing

Total Staffing

The staffing level for Fiscal Year 2004-05 is 1,300.15 staff years less than the Adopted Operational Plan for Fiscal Year 2003-04, a decrease of 7.3% to 16,602.12 staff years. A slight further decrease of 3.50 staff years is expected in the second year of the Plan. The severe cutbacks in staffing levels proposed in this Operational Plan result from the confluence of three trends. The first trend is continuous improvement in efficiency and organizational structures as departments respond to changes in demand for services from internal and external customers. The other two trends are in opposition to each other:

- Decreased funding available for the provision of services due to the State's massive budget crisis, and
- Higher costs of doing business related to negotiated labor agreements and increasing demands for services based on population and caseload growth.



Staffing—Staff Years

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Public Safety	7,916.00	7,276.50	(8.08)	7,276.50	0.00
Health & Human Services	6,054.27	5,586.62	(7.72)	5,586.62	0.00
Land Use & Environment	1,529.00	1,489.00	(2.62)	1,489.00	0.00
Community Services	1,099.25	982.50	(10.62)	982.50	0.00
Finance & General Government	1,303.75	1,267.50	(2.78)	1,264.00	(0.28)
Total	17,902.27	16,602.12	(7.26)	16,598.62	(0.02)



All Funds: Total Staffing

Last year's Operational Plan reduced staff years by 279.00 and acknowledged that the County's workforce was at an unsustainable level. We developed a strategy whereby some positions were deleted, some were frozen and others were temporarily funded to enable services to be ramped down in an orderly manner. That strategy continues into this year's proposed Operational Plan; however, the loss of revenues due to the State's severe budget problems has greatly increased and accelerated the number of positions that need to be cut. While, through prudent management, many of the positions recommended for deletion are vacant, there are unfortunately over 400 of them that are currently filled and may result in layoffs if those individuals cannot be placed in other funded positions. The charts and table on the previous page show the total staff years by Group and the year-to-year changes.

The largest decrease in staff years is 639.50, in the Public Safety Group (PSG), with most of the cuts in the Department of Child Support Services and Probation, losses of 224.00 and 288.75 staff years, respectively. Losses in the Public Defender and Alternate Public Defender Departments total 94.00 staff years. The only PSG departments planning to add staff are the Office of Emergency Services (2.00) and the Medical Examiner (1.00). The District Attorney and the Sheriff are "freezing" and removing funding for 127.00 and 205.00 staff years, respectively. In addition, the Sheriff staff years are decreasing by 32.75.

The highest percentage cut is 10.6%, in the Community Services Group, 116.75 staff years. Most of the decrease is in General Services (96.50), with some of that staff being transferred to Purchasing and Contracting, another support function within the Group. The County Library and the Department of Animal Services propose decreases of 26.25 and 21.00 staff years, respectively.

The Land Use and Environment Group proposes a decrease of 40.00 staff years, with over half occurring in the Department of Public Works. Small increases of 1.00 and

2.00 staff years are proposed for the Departments of Parks & Recreation and the Department of Planning and Land Use, respectively.

All functional areas of the Health and Human Services Agency are showing decreases in staff years for an Agency total decrease of 467.65. Over half of the cuts are in Regional Operations and Regional Program Support, a total of 267.41. In addition, Child Welfare Services proposes a reduction of 95.25 staff years.

The Finance and General Government Group proposes a total reduction of 36.25 staff years, with the majority of the cuts coming from the support departments of Auditor and Controller (23.00), Human Resources (9.00), and County Counsel (2.00). The Chief Administrative Office and the County Technology Office are reducing 1.00 staff year each. In addition, the Board of Supervisors support staff decreases by 3.00 staff years. There are no changes to staffing for the Treasurer/Tax Collector and the Assessor/Recorder/County Clerk.

Labor Agreements

This plan includes the final two years of five-year salaries and benefits agreements for most of the County's bargaining units. Two bargaining groups have agreements that extend through Fiscal Year 2006-07. The agreements included base pay and health insurance adjustments as well as an enhanced retirement plan that took effect in March 2002, and resulted in higher ongoing retirement contribution rates by the County, and for its employees as well.

The San Diego County Employees Retirement Association (SDCERA) Board annually adopts actuarially determined contribution rates to maintain the funded status of the Retirement Fund. For Fiscal Year 2004-05, the County contribution rate is 25.59% of non-Safety employees' regular pay and 34.99% of Safety, up from 19.72% and 32.41%, respectively, in Fiscal Year 2003-04. The increases in the rates are the result of a combination of updated actuarial assumptions regarding the Plan's members, and the



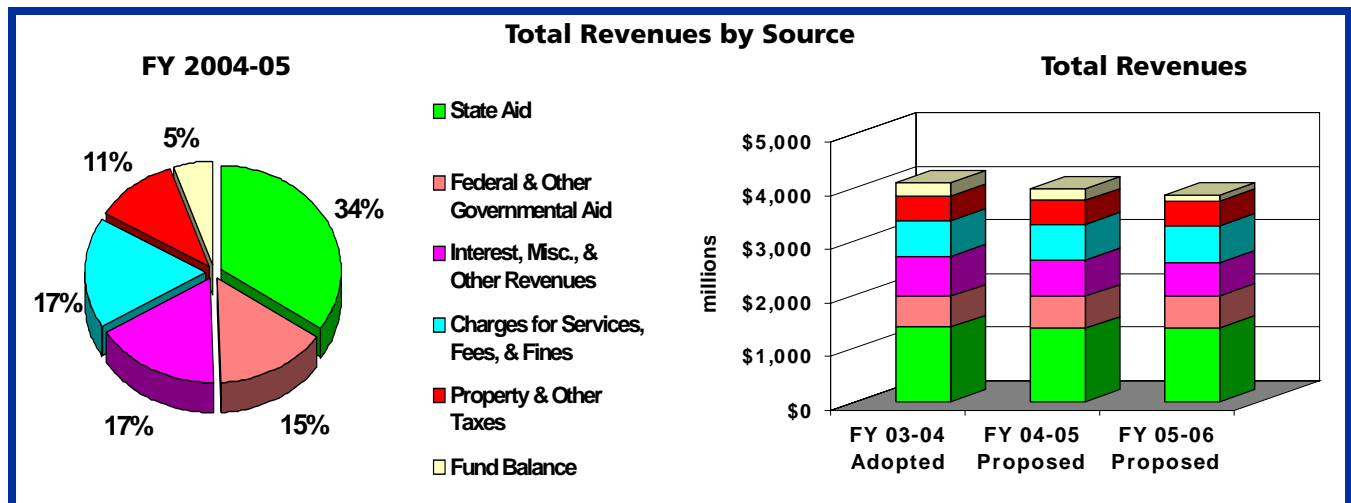
impact of investment losses on the fund. County employees will also experience an increase in the rates they pay toward retirement. While the rate increase for employees is dependent on the age at which they entered the retirement system, the overall average employee contribution rate is increasing by 0.95% of regular pay (from an average of 8.94% to 9.89%). Since the early 1980s the County has paid as a benefit a portion of the employee contribution. The amount depends upon the number of years of service with the County and labor contract provisions. The County paid portion of the employee contribution averages about 6%.

Fiscal Year 2003-04 was the first year that the cost of the enhanced retirement plan was reflected in the Operational Plan. For that year the budgeted cost for the County's contribution plus the offset for employee contributions rose to \$240.8 million from \$61.6 million in Fiscal Year 2002-03. For Fiscal Year 2004-05, based on the rates developed by the SDCERA actuary, the Proposed Operational Plan includes \$284.5 million for the County's contribution plus the offset for employees, which is an increase of \$43.7 million. Although staff years are decreasing from Fiscal Year 2003-04, there is still an increase in the budgeted amount for retirement because of a combination of pay increases scheduled for Fiscal Year 2004-05 and the increase in the retirement contribution rates.

All Funds: Total Revenues

Total Revenues by Source

Total resources available to support County services for Fiscal Year 2004-05 are expected to be \$3.96 billion. This is a decrease of \$126.5 million or 3.1% from the Fiscal Year 2003-04 Adopted Operational Plan. Total resources are expected to decrease by an additional \$114.6 million or 2.89% in Fiscal Year 2005-06. The State budget crisis is largely to blame for the loss of resources. In contrast, during the prior two fiscal years total County resources experienced a growth rate of 4.2% annually, including all sources of local, State and federal funding. For Fiscal Year 2004-05, State and federal aid combined will supply 49% of the financing sources for the County's budget. On the other hand, locally generated taxes, including



Total Revenues by Source (in millions)

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
State Aid	\$ 1,382.5	\$ 1,361.0	(1.55)	\$ 1,369.5	0.62
Federal & Other Governmental Aid	578.1	596.4	3.17	596.0	(0.07)
Interest, Misc., & Other Revenues	747.8	673.3	(9.96)	627.0	(6.87)
Charges for Services, Fees, & Fines	661.2	680.0	2.84	689.5	1.39
Property & Other Taxes	465.5	439.5	(5.60)	458.0	4.21
Fund Balance	255.1	213.6	(16.30)	109.2	(48.89)
Total	\$ 4,090.2	\$ 3,963.7	(3.09)	\$ 3,849.1	(2.89)



property tax, sales tax, real property transfer tax, and transient occupancy tax, account for only 11% of the financing sources for the County's budget. The chart above summarizes the major sources of funding for County operations. See the individual Agency/Group sections of this Operational Plan for the breakdown of financing sources by department.

Economic Indicators

From the last half of 2000 and through 2002 selected economic indicators (employment growth and personal income) signaled a significant slow down of the economy. The U.S economy experienced a mild recession in 2001 as measured by the Gross Domestic Product (GDP) annual growth of only 0.3%. The economy continued to perform at a sluggish pace throughout 2002 and through the first part of 2003. GDP improved significantly in the third and fourth quarters of 2003, raising the annual GDP growth to 3.1%. Consumer spending jumped sharply in late 2003 boosting demand for domestic and imported goods. U.S. exports also started to grow again in late 2003. Much of the late 2003 spending was driven by the plunge in mortgage interest rates and tax cuts. Anticipated declines in government spending and housing activity are projected to offset growth in exports and investments. Overall, GDP growth is estimated at 4.1% and 3.0% for 2004 and 2005, respectively.

California's economy is finally moving up and out of a period of very weak growth. The unemployment rate has been inching down, taxable sales are stronger, and job growth is starting to occur. The technology bust hit California companies very hard for three years, with the loss of wage and salary income concentrated in the San Francisco Bay Area.

Despite the challenges from 2001 through 2003, San Diego's economy appears to have fared well in that it outperformed both the California and national economies in terms of the rate of economic growth. The local economic indicators, including San Diego's gross regional

product, employment, and personal income, are suggesting a moderate growth rate. Local sales tax transactions have slowed somewhat to a 3.3% growth rate in 2003; however, the real estate market continues to be strong due to high demand and favorable low financing costs.

The estimated decline of 3.1% in total County resources for Fiscal Year 2004-05 consists of three general changes: declines in revenue as a result of the State's budget crisis, but partially offset by various general purpose and program revenue increases driven by local economic conditions, accounting changes that eliminate the double budgeting of blanket purchase orders and Lease Payments-Bonds, and reductions in the use of Fund Balance to support one-time appropriations.

State of California's Budget

The State of California has a serious budget problem. There are not enough revenues to fund State services at the levels previously approved by the legislature. The gap is estimated to be \$14.4 billion in Fiscal Year 2004-05. The Governor has submitted a proposed budget for Fiscal Year 2004-05 that, if enacted, would close that gap, but would have widespread impacts on Californians' daily lives. Visitors to State parks, college students, K-12 students, recipients and providers of Medi-Cal services and In-home Supportive Services, and recipients of California Work Opportunity and Responsibility to Kids (CalWORKS), Supplemental Security Income/State Supplementary Payment (SSI/SSP), physical, and mental health services, to name a few, would experience some combination of higher fees, lower benefits or payments and restricted access. Highway users would feel the impacts from delays in or elimination of various traffic congestion relief projects throughout the State.

Furthermore, the Governor's Proposed Budget directly cascades over 10% of the State's problems to local governments by shifting property taxes to schools to partially fulfill the Proposition 98 funding guarantee, eliminating the backfill for booking fees along with counties' authority to charge booking fees to cities and



All Funds: Total Revenues

special districts, requiring counties to pay 25% of the State's federal child support penalty for not having a statewide system that's in compliance with federal regulations, deferring reimbursements for State-mandated costs, capping funding despite growth in caseloads and administrative costs, reducing funding for juvenile probation and suspending the Proposition 42 allocation of sales tax on fuel to local governments for street and road rehabilitation. For the County of San Diego, the transference of a portion of the State's budget problems to local governments means a significant loss in the County's flexibility to respond to local needs and to meet the demands for State mandated or entitlement services. The property tax shift alone means an estimated loss of \$55.3 million in General Purpose Revenues or 15% of the property taxes we would otherwise expect to receive in Fiscal Year 2004-05. These revenues are used to fund local discretionary programs in such areas as public safety, parks, libraries, public health and general government as well as to fund matching requirements for State and federal programs. We estimate that program

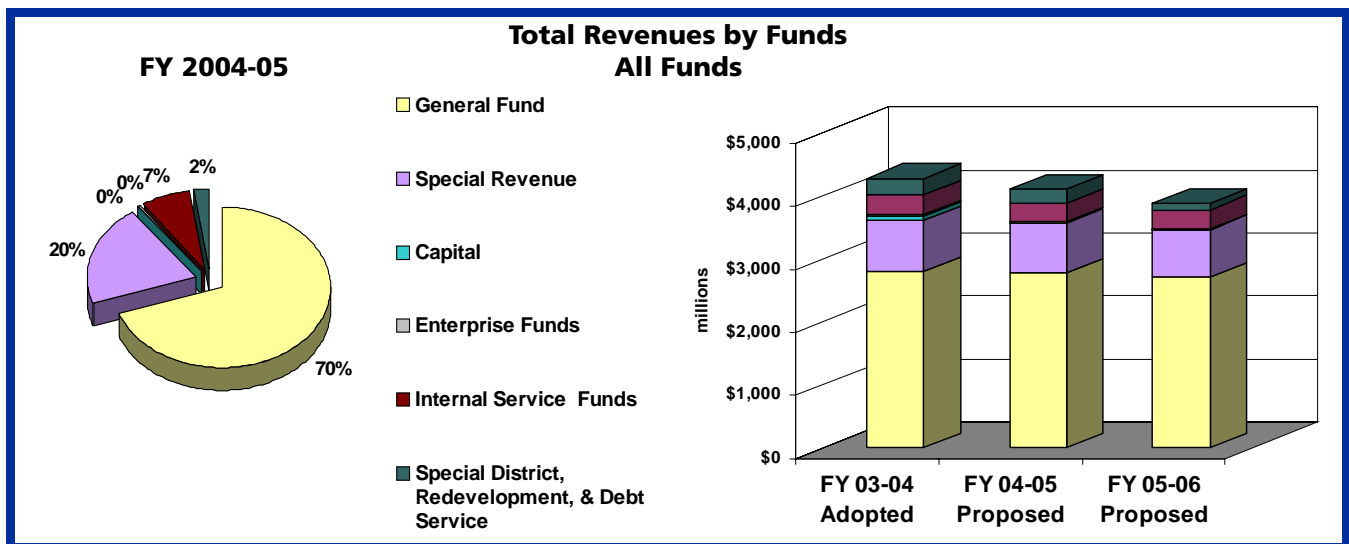
specific impacts on the County from the Governor's proposed budget total \$98.0 million for a combined general purpose/categorical revenue impact of \$153.3 million.

Many changes to the Governor's Proposed Budget may occur before it is adopted. The Governor will issue an update to his proposed budget in May (the "May Revise") and the Legislature must consider the proposal, make adjustments as it deems necessary, and pass its budget to the Governor for signature. The Governor may or may not veto particular items. Should the May Revise present new proposals that we believe are likely to win legislative support, we will reflect the impact of those proposals in the CAO's Change Letter that will be submitted to the Board by the close of public hearings on the Operational Plan. Once the State has adopted a budget, we will assess the impact and may need to return to the Board with recommendations for adjustments to the County's Operational Plan.



Total Revenues by Funds

The financial transactions of the County are recorded in individual funds and account groups. The State Controller prescribes uniform accounting practices for California counties. Various revenue sources are controlled and spent for purposes that require those funds to be accounted for separately. Accordingly, the following funds/fund types provide the basic structure for the Operational Plan. (See also "Basis of Accounting" on page 51 and "Appropriations by Fund" on page 413.)



Total Revenues by Funds (in millions)

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
General Fund	\$ 2,785.1	\$ 2,762.6	(0.80)	\$ 2,701.0	(2.23)
Special Revenue	814.5	799.4	(1.86)	755.5	(5.49)
Capital	67.8	5.4	(92.10)	3.4	(37.31)
Enterprise Funds	20.7	16.7	(19.44)	14.4	(13.79)
Internal Service Funds	324.0	295.8	(8.73)	295.8	0.01
Special District, Redevelopment, & Debt Service	78.1	83.8	7.41	79.0	(5.79)
Total	\$ 4,090.2	\$ 3,963.7	(3.09)	\$ 3,849.1	(2.89)



All Funds: Total Revenues

Governmental Fund Types

General Fund - accounts for all financial resources except those required to be accounted for in another fund. The General Fund is the County's primary operating fund.

Special Revenue Funds - account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes (other than for major capital projects). Examples include Road, Library, Realignment, and Proposition 172 revenue funds.

Capital Project Funds - account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds.)

Debt Service Funds - account for the accumulation of resources for, and the payment of, principal and interest on general long-term debt.

Proprietary Fund Types

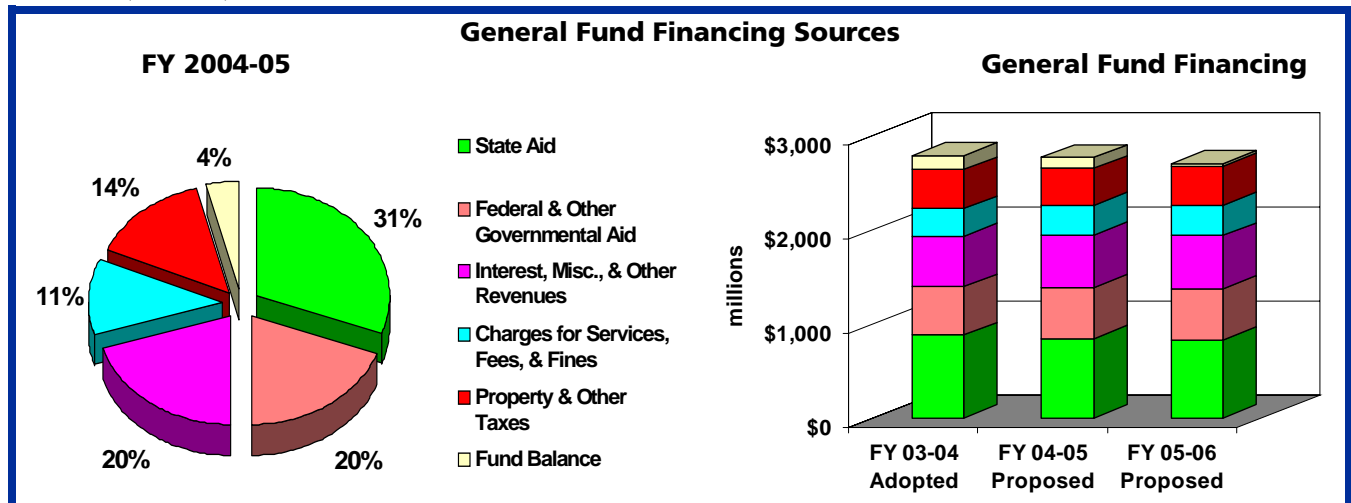
Enterprise Funds - account for operations that are financed and operated in a manner similar to private business enterprises, where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

Internal Service Funds - account for the financing of goods or services provided by one department to other departments of the County, or to other governmental units, on a cost-reimbursement basis. Examples include the Facilities Management, Fleet, Purchasing and Contracting, and Information Technology Internal Service Funds.

Summary of General Fund Financing Sources

Summary of General Fund Financing Sources

The largest single fund and the fund that is responsible for most County services is the General Fund. General Fund Financing Sources are expected to total \$2.76 billion for Fiscal Year 2004-05, a \$22.4 million or 0.8% decrease from Fiscal Year 2003-04. Total General Fund resources are expected to decrease by \$61.6 million or 2.2% in Fiscal Year 2005-06. The negative growth rates for Fiscal Year 2004-05 and Fiscal Year 2005-06 reverse the upward trends of the last three fiscal years, which saw growth rates of 9.1% or \$210.2 million (2001-02), 6.1% or \$152.7 million (2002-03), and 4.3% or \$116.6 million in (2003-04).



General Fund Financing Sources (in millions)

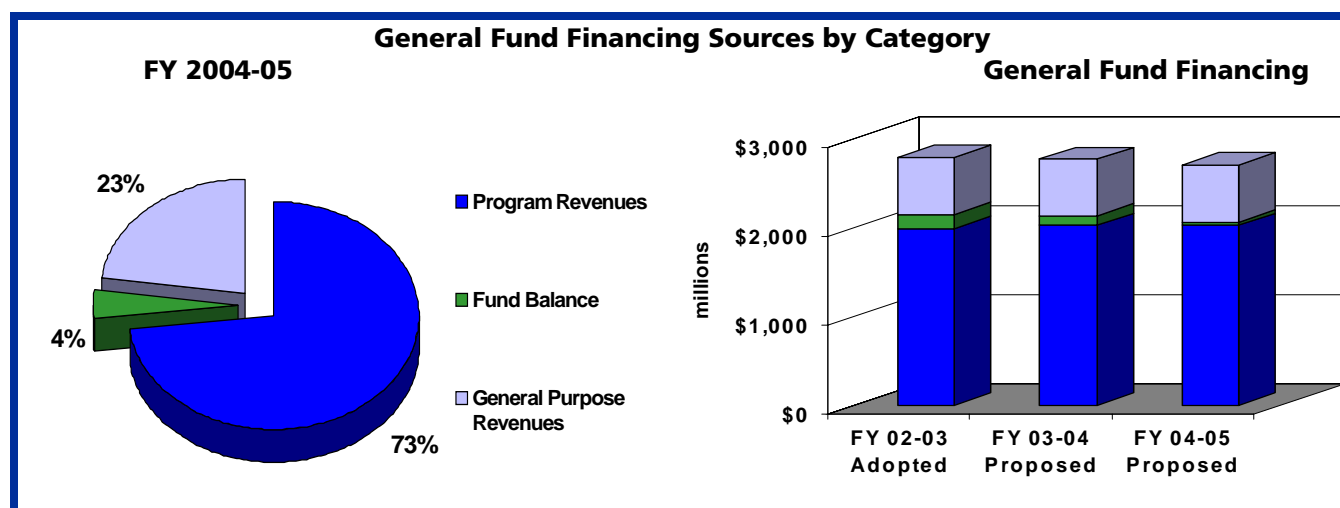
	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
State Aid	\$ 878.3	\$ 843.5	(3.96)	\$ 831.5	(1.43)
Federal & Other Governmental Aid	513.4	538.9	4.96	538.5	(0.08)
Interest, Misc., & Other Revenues	534.8	558.0	4.33	565.9	1.41
Charges for Services, Fees, & Fines	293.6	317.7	8.19	321.9	1.33
Property & Other Taxes	415.7	393.6	(5.30)	412.0	4.66
Fund Balance	149.2	110.9	(25.66)	31.3	(71.73)
Total	\$ 2,785.1	\$ 2,762.7	(0.80)	\$ 2,701.1	(2.23)



Summary of General Fund Financing Sources

General Fund Financing Sources by Category

General Fund Financing Sources can be categorized as one of three types: Program Revenues, General Purpose Revenues and Fund Balance.



General Fund Financing Sources by Category (in millions)

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Program Revenues	\$ 1,989.3	\$ 2,021.6	1.62	\$ 2,016.6	(0.25)
Fund Balance	149.2	110.9	(25.66)	31.3	(71.73)
General Purpose Revenues	646.6	630.2	(2.53)	653.1	3.64
Total	\$ 2,785.1	\$ 2,762.7	(0.80)	\$ 2,701.1	(2.23)

Program Revenues, making up 73.2% of General Fund Financing Sources in Fiscal Year 2004-05, are derived from State and federal subventions and grants, charges and fees earned from specific programs, Proposition 172- Public Safety Sales Tax, State Realignment Funds, and Tobacco Settlement funds, among others. Program Revenues, which as the name implies, are dedicated to and can be used only for specific programs, are expected to increase by only 1.6% over the Fiscal Year 2003-04 Adopted Budget. The average annual growth for the last three years was 5.5%. State and

federal funds of \$1.13 billion in Fiscal Year 2004-05 comprise 56% of Program Revenues. It is important to note that federal revenues are estimated to increase by 4.1% from the Adopted Fiscal Year 2003-04 level, but State revenues are estimated to be 5.4% lower than the Fiscal Year 2003-04 Adopted Budget. This is directly attributed to the weakened State economy and budget actions by the State. This is particularly significant for the Health and Human Services Agency (HHS) because over 90% of the State and federal revenues received by the General Fund support the HHS



programs specifically. State funding for various health and social services programs is estimated to be 4.4% less than the Adopted Fiscal Year 2003-04 level.

Other Significant Program Revenues include:

- **Tobacco Settlement Revenues** (\$32.1 million in Fiscal Year 2004-05 and \$23.3 million in Fiscal Year 2005-06) by Board policy are dedicated to health-based programs. These revenues are the result of the historic Master Settlement Agreement between the Attorneys General of California and several other states and the four major tobacco companies in 1998. The agreement provided over \$206 billion in Tobacco Settlement Payments over 25 years in exchange for the release of all past, present, and future claims related to the use of tobacco products. California agreed to distribute its share of the settlement to its counties based on population.

To reduce the risk of non-receipt of the Tobacco Settlement Payments, some counties and states have opted to securitize these payments. Securitization is the process where the owner of the receivable sells the right to that income stream to a third party in exchange for an up-front payment. The County of San Diego helped to pioneer this process and received \$466 million in January 2002 in exchange for its Tobacco Settlement Payments. These proceeds will enable the County to fund approximately \$27.3 million of health care programs annually through 2020. The \$32.1 million anticipated to be utilized in Fiscal Year 2004-05 reflects \$8.4 million in one-time, non-securitized Tobacco Settlement funds and \$23.7 million in Securitized Tobacco funds.

- **Realignment Revenues** (\$280.9 million in Fiscal Year 2004-05 and \$282.2 million in Fiscal Year 2005-06), are received from the State to support health, mental health, and social services programs. The term Realignment refers to the transfer in 1991 of responsibility from the State to counties for certain health, mental health, and

social services programs, along with the provision of dedicated sales tax and vehicle license fee (VLF) revenues to pay for these changes. While generally considered successful, the slowdown in the economy caused the dedicated revenue stream to lag caseload growth. Moreover, various State offices, including the Department of Finance, State Controller's Office, and the Department of Motor Vehicles have been working to resolve VLF Realignment funding issues for Fiscal Year 2003-04 related to the reinstatement of the full VLF rate, elimination of the backfill, the roll-back to the 0.65% rate, and the legislature's intention to keep the Realignment VLF payments whole. The annual growth from Fiscal Year 2000-01 to Fiscal Year 2002-03 was only 1.3%. Presently, a moderate economic recovery is underway. For Fiscal Years 2004-05 and 2005-06, a 3.8% and 3.7% growth, respectively, is expected in Realignment Revenues.

- **Proposition 172-Public Safety Sales Tax Revenues** (\$202.0 million in Fiscal Year 2004-05 and \$213.3 million in Fiscal Year 2005-06) support programs and services of three departments in the Public Safety Group - the Sheriff, District Attorney and Probation. The revenues derive from a one-half cent increase in the statewide sales tax that was approved by the voters in 1993 and distributed to counties and cities based on population and relative levels of taxable sales in each county. During Fiscal Years 1999-00 and 2000-01 these revenues grew at a healthy rate of 16.1% and 8.4% respectively. In Fiscal Year 2001-02, revenues generated were 4.2% below actuals received in Fiscal Year 2000-01 due to reduced statewide taxable sales. In 2002-03, the revenues increased by 6.1%. The current year's budgeted revenues are expected to be realized and will reflect a 4.9% increase over Fiscal Year 2002-03 actual revenue. For Fiscal Years 2004-05 and 2005-06, growth rates of 5.5% and 5.6% are projected, respectively.



Summary of General Fund Financing Sources

General Purpose Revenues, (\$630.2 million in Fiscal Year 2004-05 and \$653.1 million in Fiscal Year 2005-06) make up 22.8% of General Fund financing sources. Please see the separate discussion of General Purpose Revenues beginning on the following page.

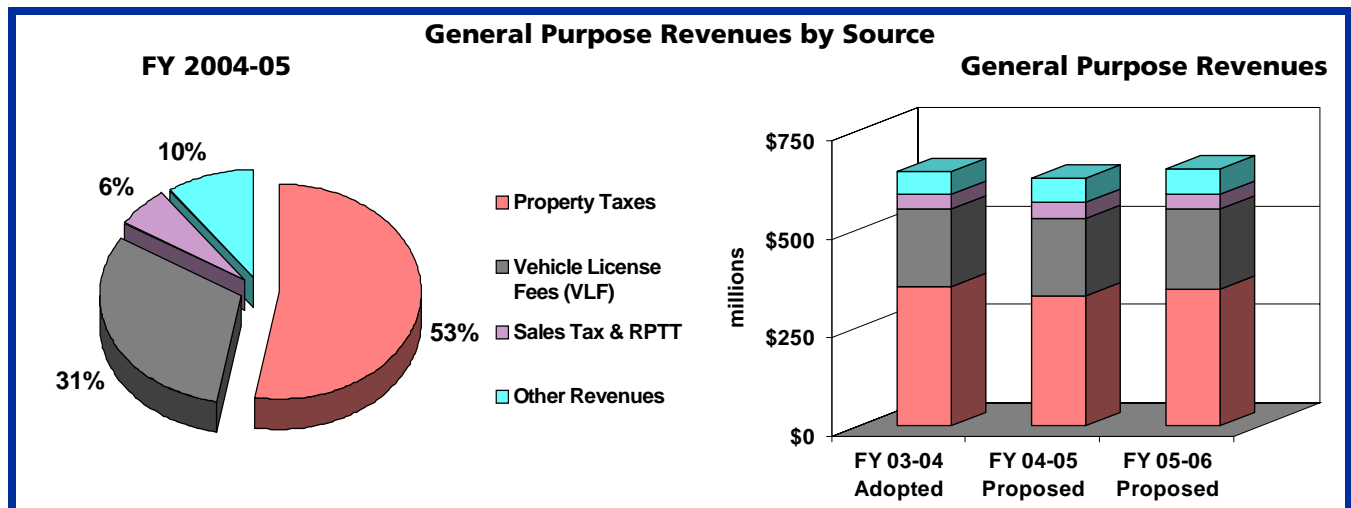
Fund Balance, (\$110.9 million in Fiscal Year 2004-05 and \$31.3 million in Fiscal Year 2005-06) represents 4.0% of General Fund Financing Sources in Fiscal Year 2004-05. This resource is used for one-time expenses, not for the support of ongoing operations. Fund Balance is the result of careful management of resources Countywide in past years. The County of San Diego's unreserved, available Fund Balance was \$225.9 million in Fiscal Year 2000-01, \$234.6 million in Fiscal Year 2001-02, and \$269.0 million in Fiscal Year 2002-03. \$145.6 million of the year-end Fiscal Year 2002-03 Fund Balance was used in the Fiscal Year 2003-04 Adopted Budget. The Board of Supervisors has appropriated portions of the unallocated, available Fund Balance during Fiscal Year 2003-04 for one-time costs, including Firestorm 2003 recovery costs, funding for the unbudgeted Fall 2003, gubernatorial recall election,

acquisition of a fire and life safety helicopter, the State's Child Support Penalty, library and park projects, stormwater projects, the General Plan 2020 update, and adjustments to reimburse departments for Quality First payments to employees. More information on the County's Fund Balance can be found in the County's Comprehensive Annual Financial Report (CAFR). In this Proposed Operational Plan, General Fund fund balance is proposed as the funding source for various one-time or project specific purposes such as defeasing the remaining 1994 Pension Obligation Bonds, funding consultant contracts for the Multiple Species Conservation Program and General Plan 2020 projects, offsetting the costs for processing building permits for victims of Firestorm 2003, completing major maintenance projects, providing matching funds for one-time grants, decommissioning legacy applications, providing transitional funding for certain services until final decisions can be made regarding ongoing service levels, purchasing fixed assets and minor equipment, awarding community projects grants, and establishing management reserves.

General Purpose Revenues

General Purpose Revenues by Source

General Purpose Revenues for Fiscal Year 2004-05 and Fiscal Year 2005-06 are estimated at \$630.2 million and \$653.1 million respectively. This represents approximately 22.8% of General Fund Financing Sources. The revenues come from property taxes, sales taxes, vehicle license fees (VLF), real property transfer tax (RPTT), and miscellaneous other sources. They may be used for any purpose that is a legal expenditure of County funds. The Board, therefore, has the greatest flexibility in allocating these revenues. All of these revenues are directly affected by the local and State economies. San Diego's economy has outperformed both State and national growth in recent years; this has been reflected in the County's General Purpose Revenues with a 6.5% annual average growth for Fiscal Years 2000-01 through 2003-04. These increases were the result of solid local employment, rising income levels, and population growth. We had expected this growth rate to continue into Fiscal Years 2004-05 and 2005-06, but the Governor's Fiscal Year 2004-05 Proposed Budget for the State shifts an estimated \$55.3 million in County property taxes to schools. Instead of a \$38.9 million increase in General Purpose Revenues, we are consequently projecting a \$16.4 million decrease from Fiscal Year 2003-04's budgeted level of \$646.6 million. More detail is provided below regarding the four largest sources of General Purpose Revenues noted above:



General Purpose Revenues by Source (in millions)

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Property Taxes	\$ 356.2	\$ 332.3	(6.71)	\$ 349.4	5.15
Vehicle License Fees (VLF)	195.0	196.9	0.99	200.9	2.00
Sales Tax & RPTT	37.0	38.6	4.32	39.6	2.53
Other Revenues	58.4	62.4	6.81	63.3	1.48
Total	\$ 646.6	\$ 630.2	(2.53)	\$ 653.1	3.64



General Purpose Revenues

Property Tax Revenues, (\$332.3 million in Fiscal Year 2004-05 and \$349.4 million in Fiscal Year 2005-06), current secured and unsecured, at 53% of the total, are the most significant source of General Purpose Revenues. For the last four years local secured growth has been high (8.1% average annual growth) due to the County's strong overall economy and healthy real estate markets. At present, real estate activity is still strong, due to stable low mortgage rates, the limited supply of housing for sale, and the area's population growth. Property tax assessments are based on the value of County real and personal property. As noted above, the County anticipates a \$55.3 million property tax revenue base loss beginning in Fiscal Year 2004-05 based on the Governor's proposed budget. With this loss, property tax revenues in Fiscal Year 2004-05 are forecast to decrease by \$23.9 million (6.7%) from the Fiscal Year 2003-04 Adopted Operational Plan instead of growing by \$31.4 million. With projected slow growth in employment and income levels, property tax revenue growth of 5.15% or \$17.0 million is expected in Fiscal Year 2005-06.

Vehicle License Fees Revenue (VLF) comprises 31% (\$196.9 million) of projected General Purpose Revenues in Fiscal Year 2004-05 and 31% (\$200.9 million) in Fiscal Year 2005-06. VLF is the annual fee paid to the State on the ownership of a registered vehicle in California in place of taxing vehicles as personal property. It is distributed to counties and cities on a per capita basis. The growth in this revenue depends on the number and value of vehicles statewide, influenced by the number and cost of new car purchases. VLF growth from 1999-00 through 2002-03 has accordingly reflected the robust automobile sales in the State, realizing an average 11.2% annual growth for the County of San Diego.

In 1998, the State reduced the vehicle license fees paid by the vehicle owners (to the rate of 0.65% versus the original 2%) and backfilled the revenue loss to counties and cities from State general funds. The 2003-04 State Budget eliminated the VLF backfill and reinstated the 2% license fee to vehicle owners. The VLF backfill was eliminated for

the entire fiscal year, but the reinstatement of the 2% fee was made effective October 1, 2003, in order to give the Department of Motor Vehicles sufficient time to reprogram its computer system. On November 17, 2003 Governor Schwarzenegger, through an Executive Order, rolled back the vehicle license fee to 0.65% retroactively to October 1, but promised to backfill the VLF revenues to local governments for the remaining nine months of the fiscal year, i.e. November through July. The County has anticipated a shortfall of approximately \$31.0 million as a result of this three-month funding gap. In addition, the State has chosen to keep the Realignment Program whole with respect to the portion funded by Vehicle License Fees. That decision has meant the loss of an additional \$7.5 million to the County's General Purpose vehicle license fee revenue for a total of \$38.5 million in Fiscal Year 2003-04. The loss of backfill for those three months is considered to be a "loan" from counties and cities and is supposed to be paid back in Fiscal Year 2006-07.

The State has reported a slowdown in new vehicle purchases and lower overall values. Thus a significantly slower growth of 1.0% is estimated for Fiscal Year 2004-05 for a \$1.9 million increase over Fiscal Year 2003-04. VLF growth for Fiscal Year 2005-06 is projected to be \$3.9 million or a 2.0% increase.

Sales Tax Revenue (\$20.6 million in Fiscal Year 2004-05 and \$21.2 million in Fiscal Year 2005-06) represents about 3.3% of General Purpose Revenues and is derived from taxable sales by businesses located in unincorporated County areas. Its growth is generally impacted by population and income but is primarily due to economic development and new business formation in the County. Sales Tax remains relatively strong in the unincorporated area with a growth of \$0.6 million (3.0%) over the Fiscal Year 2003-04 Operational Plan expected in Fiscal Year 2004-05. Sales Tax growth in Fiscal Year 2005-06 is anticipated to be \$0.6 million (3.0%) over Fiscal Year 2004-05.



Effective July 1, 2004, provisions of AB1X 7, one of the 2003-04 State budget bills referred to as the "triple flip", take effect. With the March 2, 2004 passage of Proposition 57, the \$15 billion bond measure designed to help the State refinance its debt, redirects one-quarter percent of the local sales and use tax to the State and replaces the lost revenues on a dollar-for-dollar basis with countywide property tax revenues shifted back from the Educational Revenue Augmentation Fund (ERAF). The sales tax shifted to the State is dedicated to repayment of the bond measure. The County anticipates the implementation of the "triple flip" to be revenue neutral. Neither the sales tax revenues nor the property tax revenues in the Operational Plan reflect the amount of the triple flip in order to facilitate explanation of real changes from year to year.

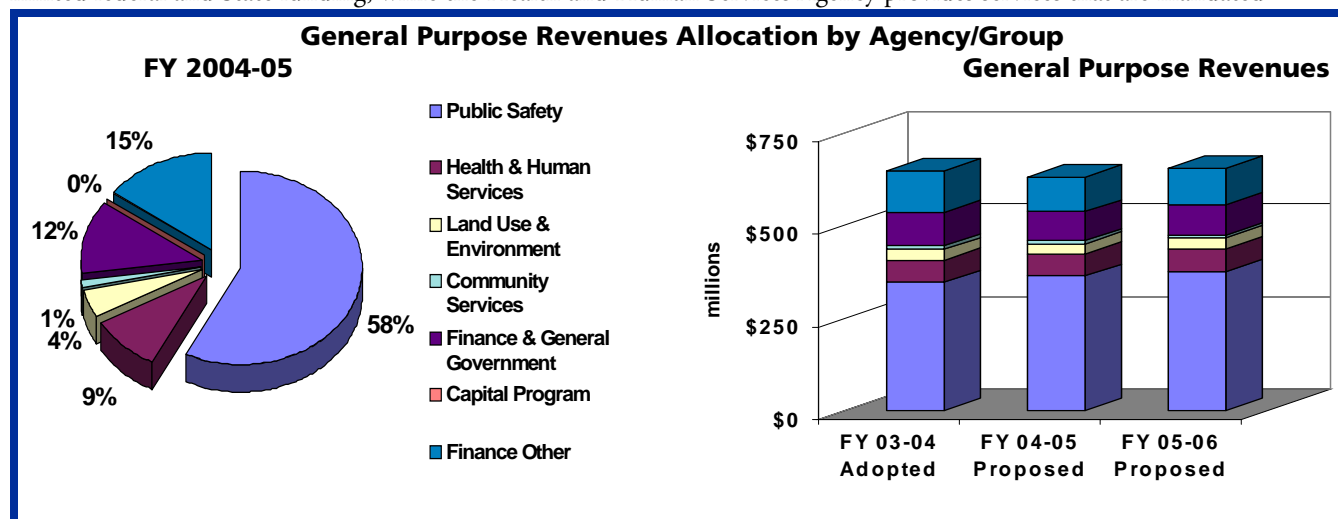
Real Property Transfer Tax Revenue (RPTT) for Fiscal Year 2004-05 is projected to be \$18 million, a 5.9% increase over the Fiscal Year 2003-04 Adopted Operational Plan (\$17 million), reflecting growth primarily in residential activity as well as in industrial and retail real estate activity. An increase of \$0.36 million or 2.0% is expected in Fiscal Year 2005-06. The Real Property Transfer Tax is paid when any lands, tenements, or other realty exceeding \$100 in value are sold and granted, assigned, transferred or conveyed to the purchaser. The tax rate, set by the State, is \$1.10 per \$1,000 of assessed valuation. The County collects 100% of all the transactions in the unincorporated area and 50% of the transactions in the incorporated area.



General Purpose Revenues

Allocation of General Purpose Revenues by Group

General Purpose Revenues are allocated annually based on the strategic direction of the County as set by the Board of Supervisors. The Agency/Groups then combine their respective General Purpose Revenues allocations with Program Revenues, which often require a level of County funding as a condition of receipt. The Public Safety Group, at 28% of the County's total budget, is proposed to spend 58% of the County's General Purpose Revenues. By contrast, the Health and Human Services Agency's budget represents 45% of the County total, but is proposed to receive 9% of the General Purpose Revenues. These allocation decisions are the result of a combination of available program revenues, federal/State service delivery mandates, and priorities set by the Board of Supervisors. The Public Safety Group provides services that receive limited federal and State funding, while the Health and Human Services Agency provides services that are mandated



General Purpose Allocations by Agency/Group (in millions)

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Public Safety	\$ 345.8	\$ 362.8	4.90	\$ 374.8	3.31
Health & Human Services	59.5	58.8	(1.18)	61.9	5.18
Land Use & Environment	29.3	28.0	(4.60)	29.1	3.98
Community Services	10.1	8.6	(15.51)	8.8	2.74
Finance & General Government	90.1	77.8	(13.62)	80.7	3.70
Capital Program	0.0	0.0	0.00	0.0	0.00
Finance Other	111.7	94.3	(15.61)	97.9	3.88
Total	\$ 646.6	\$ 630.2	(2.53)	\$ 653.1	3.64



General Purpose Revenues

at some level by the federal and State governments and thus receive significant amounts of Program Revenue. The above chart shows the General Purpose Revenues proposed to be

used to support each Agency/Group for Fiscal Years 2004-05 and 2005-06.

Capital Projects

Capital Projects

The Capital Program Funds include appropriations for new capital projects as well as previously approved but not yet completed capital projects. The following chart depicts the distribution of those appropriations.

Capital Appropriations

	Dollar Amount	Number of Projects
New Projects (2004–2005)		
Capital Outlay Fund	\$ 0	0
Total—New Projects	\$ 0	0
Projects Underway		
Public Safety Group	\$ 9,405,812	21
Health & Human Services Agency	5,244,817	11
Land Use & Environment Group	50,599,991	120
Community Services Group	19,562,145	23
Finance & General Government Group	3,498,484	3
Total—Projects Underway	\$ 88,311,249	178
Grand Total	\$ 88,311,249	178

The Capital Program section of this Operational Plan page 377 details new projects and projects underway, and includes a schedule of lease-purchase payments related to previously completed debt finance projects.

Projected Reserves and Resources

Projected Reserves and Resources

The County maintains a prudent level of reserves for various purposes. The table below displays the reserves and other available resources as of July 1, 2003 and the anticipated reserves and other available County resources as of July 1, 2004.

Projected County Reserves and Resources (in millions)

	Fiscal Year 2003-04 Adopted Budget	Fiscal Year 2004-05 Proposed Budget
General Reserve	\$ 55.5	\$ 55.5
General Fund Contingency Reserve-Operations	11.0	11.0
Agency/Group Management Reserves	11.0	9.7
Debt Service Reserves	27.0	24.0
Environmental Trust Fund Reserves	89.2	83.0
Endowment Fund Tobacco Securitization SR	366.1	344.6
Workers Compensation Reserve	32.0	34.0
Public Liability Reserve	19.5	19.5
Total County Reserves and Resources	\$ 611.3	\$ 581.3

Fund Balance Designations (General Fund only)

	Fiscal Year 2003-04 Adopted Budget	Fiscal Year 2004-05 Proposed Budget
Designated-E10K Complex	\$ 8.7	\$ 5.4
Designated-ERP Property Tax	7.8	10.4
Designated-Sheriff Cap PJ	3.0	3.0
Designated-Dept. of Voter Registration	1.2	0.5
Designated-Planning and Land Use	1.8	2.0
Designated-Environmental Health	0	2.4
Total Fund Balance Designations	\$ 22.5	23.7

General Reserve- The \$55.5 million is set aside for any unforeseen catastrophic situations. By law, except in cases of a legally declared emergency, the general reserve may only be

established, cancelled, increased or decreased at the time of adopting the budget.



Projected Reserves and Resources

General Fund Contingency Reserve- The Contingency Reserve is appropriated for unforeseen economic and operational uncertainties during the fiscal year.

Agency/Group Management Reserves- Appropriations established at the Agency/Group or department level to fund unanticipated items during the fiscal year.

Debt Service Reserves- These amounts represent the portion of bond proceeds for various county certificates of participation that are set aside in a reserve. These amounts provide assurance to the certificate holder that amounts are available in a reserve should the County not be able to make a lease payment from currently budgeted resources.

Environmental Trust Fund Reserves- Proceeds from the sale of the County's Solid Waste System on August 12, 1997 were set aside in trust to fund inactive/closed site management for approximately 30 years.

Tobacco Securitization Endowment Fund- The County established the Tobacco Securitization Endowment Fund in January 2002 in exchange for the Tobacco Settlement Payments. Based on current assumptions of portfolio yield, these proceeds will enable the County to fund approximately \$27.3 million of health care programs annually through 2020.

Workers Compensation Reserve- Established for Workers Compensation Claims liability. This reserve is reviewed annually. For each of the Fiscal Years 2004-05 and 2005-06, \$2.0 million is proposed to be added to the Workers' Compensation Reserve.

Public Liability Reserve- Established to reflect contingent liabilities. An annual assessment is done to validate that the County is maintaining sufficient reserves based on actuarial information.

Fund Balance Designations (General Fund only)- The Board has determined from time to time that certain amounts of fund balance be designated for particular purposes. Balances can increase or decrease depending upon whether the funds are being accumulated for later use or are

being used because of fluctuating workloads or to make scheduled payments over a limited time duration. The current designations include the following:

- **Designated-E10K Complex-** This designation is funding the first few years of the maintenance and support costs for the Enterprise Resource Planning system server complex as the County transitions from its previous mainframe and legacy systems environment.
- **Designated-ERP Property Tax System-** This designation is for the future financing of a new property tax system. It is anticipated that the County will finance a new system in Fiscal Year 2004-05.
- **Designated-Sheriff Cap Project-** Established in Fiscal Year 1999-2000, this designation set aside revenue for future departmental capital expenditures.
- **Designated-Dept. of Voter Registration-** The \$1.2 million designation was established in Fiscal Year 2003-04 to provide sustained funding for those election years with few billable participating jurisdictions. In 2004-05, the department proposes to use \$0.75 million due to the loss of funding from the State for SB90 Mandated Activities.
- **Designated-Planning and Land Use-** The Building/Code Enforcement designation is set aside to balance revenue to costs for work in progress in coming fiscal years. The designation ensures that excess revenue over cost paid by Department of Planning and Land Use (DPLU) customers is used only to fund expenses related to building permit activities.
- **Designated-Environmental Health-** In Fiscal Year 2003-04, the Department of Environmental Health (DEH) established the fund balance designation to set aside any excess revenue over cost each fiscal year for use in a subsequent fiscal year when costs exceed revenue. The designation ensures that excess revenue over cost paid by DEH customers is used only to fund expenses in DEH.

Long- and Short-Term Financial Obligations

Long- and Short-Term Financial Obligations

The County has no outstanding general obligation bonds. The County's outstanding long-term principal bonded debt as of April 1, 2004 is:

Outstanding Principal Bonded Debt (in millions)

	Dollar Amount
Certificates of Participation	\$ 389.3
Pension Obligation Bonds	814.8
Redevelopment Agency Revenue Bonds	4.4
Total	\$ 1,208.50

Long-Term Obligations

Certificates of Participation were first used in 1955 with the financing of the El Cajon Administrative Building. Since then, the County has made use of various lease arrangements with certain financing entities such as joint powers authorities, the San Diego County Capital Asset Leasing Corporation, or similar nonprofit corporations. Under these arrangements the financing entity usually constructs or acquires capital assets with the proceeds of lease revenue bonds or certificates of participation and then leases the asset or assets to the County.

Taxable Pension Obligation Bonds were first issued by the County in February 1994 to pay the County's unfunded actuarial accrued liability (UAAL) for the fiscal year ending June 30, 1994.

The County of San Diego implemented an improved retirement plan on March of 2002. The County's UAAL increased as a result. The County then issued \$737 million of taxable pension obligation bonds on October 3, 2002. The County made a \$550 million contribution to the San Diego County Employees Retirement System, to reduce the UAAL. The remaining proceeds were used to escrow a

portion of the County's 1994 Pension Obligation Bonds in order to take advantage of the lower interest rates, and to pay for related costs of issuance.

Redevelopment Agency Revenue Bonds were issued in 1995 and are obligations of the Agency. The proceeds were used to finance the Agency's capital improvements.

Short-Term Obligations

The County's short-term financing obligations consist of two components:

Tax and Revenue Anticipation Notes (TRANS) borrowing for Fiscal Year 2003-04 were issued in the principal amount of \$255 million. The notes are issued for the purpose of financing the County's seasonal cash flow requirements. The note will mature on June 30, 2004. A similar amount is projected in Fiscal Year 2004-05.

Short-Term Teeter Obligation notes are secured by future collections of delinquent property taxes and are used to provide various taxing agencies the amount of their property taxes without regard to such delinquencies. For Fiscal Year 2004-05, based on outstanding balances for current Teeter Obligation notes and projected tax revenues, approximately \$67.0 million will be borrowed for this purpose.

Credit Rating and Long-Term Obligation Program

Credit Rating and Long-Term Obligation Program

The County of San Diego's credit ratings are:

Credit Ratings			
	Moody's	Standard & Poor's	Fitch IBCA, Duff & Phelps
Certificates of Participation	A1	AA-	AA-
Pension Obligation Bonds	Aa3	AA-	AA-
Issuer Credit Rating	Aa2	AA	
Pool		AAAf/S1	

Credit Rating

The last long-term review by two of the three rating agencies was during the issuance of the County's October 2002 Taxable Pension Obligation Bonds. Standard and Poor's reviewed the County's long term ratings in April 2004. There has been no change in the County's long-term ratings. The last short term analysis by the rating agencies was during the May and June 2003 short term program whereby the County received ratings of MIG1, SP-1+ from Moody's and Standard and Poor's respectively. These are the highest short-term ratings possible.

In their analysis, Moody's states that while all California counties are likely to experience financial pressures as a result of the State's fiscal crisis, San Diego County appears comparatively well positioned to meet these challenges by virtue of its careful management and healthy financial position. Standard & Poor's stated that the County's financial operations remain strong.

The San Diego County Investment Pool continues to hold an AAAf/S1 rating from Standard & Poor's. The rating reflects the extremely strong protection the pool's portfolio investments provide against losses from credit defaults. The pool invests primarily in 'AAA' or 'A-1/P-1/F-1' rated securities. The 'S1' volatility rating signifies that the pool

possesses low sensitivity to changing market conditions given its low-risk profile and conservative investment policies.

Long-Term Obligation Program

Management of the County's long-term obligations is an important component of the County's financial management. The County Board of Supervisors adopted Board Policy B-65, Long-Term Obligations Management on August 11, 1998. This policy along with the rating agencies analysis, have been the foundation for the issuance and management of the County's long-term obligations. The Policy centralizes the issuance, information, and post-closure requirements for long-term obligations.

The Policy also includes guidelines on the amount of variable rate debt the County will have outstanding, review of outstanding obligations, and the aggressive refinance when economically feasible; guidelines for the administration of and compliance with disclosures and covenants; directives for good relations with the rating agencies and the investors of the County of San Diego's long-term obligations. A Debt Advisory Committee consisting of the Chief Financial Officer, Auditor and Controller/Assistant Chief Financial Officer, Treasurer-Tax



Collector and County Counsel reviews and makes recommendations to the County Board of Supervisors on the issuance of long term obligations.

The County is also a conduit issuer on various financing, whereby the County issues tax-exempt long-term bonds on behalf of a qualifying entity that is responsible for all costs in connection with the bonds. Bonds issued under the conduit program are not considered to be a debt of the County. During Fiscal Year 2003-04, the County acted as conduit issuer for the San Diego Jewish Academy, which is owned and operated by an organization described in Section 501(c)(3) of the Code. The Certificates of Participation

were issued for the refinancing the acquisition, construction, improvement, furnishing and equipping of certain educational facilities including but not limited to classrooms, athletic facilities, multipurpose rooms, faculty and administrative offices, a library and related infrastructure improvements at the San Diego Jewish Academy, located at 11860 Carmel Creek Road.

Bond Ratios

Useful bond ratios to management, citizens, and investors are as follows:

Bond Ratios

	Fiscal Year 2001-02	Fiscal Year 2002-03	Fiscal Year 2003-04
Net Bonded Debt (in millions)*	\$ 690.3	\$ 1,191.8	\$ 1,180.0
Net Bonded Debt per Capita	\$ 237	\$ 402	\$ 393
Ratio of Net Bonded Debt to Assessed Value	0.32 percent	0.51 percent	0.46 percent

*Net Bonded Debt excludes Redevelopment Agency Revenue Bonds and is net of debt service revenues (estimated at \$24.0 million in Fiscal Year 2004-05).

Financial Planning Calendar

On-Going

Organizational Goals—The Board of Supervisors provides on-going policy direction to the Chief Administrative Officer (CAO). The CAO, in conjunction with his Executive Team, reviews the County’s mission, strengths, and risks to develop and refine the Strategic Plan which defines the County’s long-term goals.

November–February

Five-Year Goals—The CAO, General Managers, and Chief Financial Officer (CFO) develop a Five-year forecast of revenues and expenditures, and a preliminary analysis of key factors impacting this analysis. In coordination with the CFO, the Agency/Groups and their respective Departments develop preliminary short- and medium-term operational objectives that contribute to meeting the Strategic Plan goals, and allocate the necessary resources to accomplish the operational objectives.

March–April

Preparation of Proposed Operational Plan—Agency/ Groups and Departments plan specific objectives as part of the preparation of the Operational Plan. Objectives are clear and include measurable targets for accomplishing specific goals. The Operational Plan includes discussion of the proposed resources necessary to meet those goals, as well as a report of the accomplishments of the prior year.

May

Submission of the Proposed Operational Plan—The CAO submits a two fiscal year Proposed Operational Plan to the Board. The Board accepts the CAO’s Proposed Operational Plan for review, publishes required notices, and schedules public hearings.

June

Public Review And Hearings—The Board conducts public hearings on the Operational Plan for a maximum of ten days. This process commences with Community Enhancement Program presentations.

All requests for increases to the Proposed Operational Plan must be submitted to the Clerk of the Board in writing by the close of public hearings. Normally, the CAO submits a Proposed Change Letter recommending modifications to the Proposed Operational Plan. Additionally, Board members may submit Proposed Change Letters.

Deliberations—After the conclusion of public hearings, the Board discusses with the CAO and other County officials as necessary the Proposed Operational Plan, requested amendments, and public testimony. Based on these discussions, the Board may modify the CAO’s Proposed Operational Plan. The Board’s deliberations are scheduled for one week and are generally completed by the end of June.

August

Adoption of Budget—Subsequent to completing deliberations, all Board approved changes are incorporated into the Operational Plan and are included in a Line-Item Budget format which contains the first year of the Plan for the Board’s adoption. In addition to adopting the Line-Item Budget, by accepting the Operational Plan the Board approves in concept the second year of the Plan. The Board may also approve a supplemental plan resolution, reflecting final estimates of fund balance, property taxes, and the setting of appropriation limits.

Summary Of Related Laws, Policies, and Procedures

California Government Code

Government Code Sections §29000 through §30200 provide the statutory requirements pertaining to the form and content of the State Controller's prescribed Line-Item Budget.

Charter

Section 703.4—The Chief Administrative Officer (CAO) is responsible for all Agency/Groups and their departments and reports to the Board of Supervisors on whether specific expenditures are necessary.

Administrative Code

Sections 115–117—The CAO is responsible for budget estimates and submits recommendations to the Board of Supervisors.

Board Of Supervisors Policies

A-91 Allocations/Use Of Mid-Year Department Savings—restricts mid-year appropriations to responses to mandated or emergency issues only.

B-29 Fees, Grants, Revenue Contracts—provides a methodology and procedure to encourage County departments to recover full cost for services whenever possible.

B-51 Grants, Awards & Revenue Contracts—requires County departments to certify in writing that a proposed activity or project funded primarily by the State or federal government would be worthy of expending County funds if that outside funding were not available.

M-26 Legislative Policy—Long-Term Financing of County Government—calls on the Legislature to redress inequitable State funding formulas.

Administrative Manual

0030-13 Budget Program/Project Follow-Up—Sunset dates will be placed on programs intended to have limited duration, and related staff and other resources will not be shifted to other activities without the Board of Supervisors' approval.

0030-14 Use Of One-Time Revenues—One-time revenue will be appropriated only for one-time expenditures such as capital projects or equipment, not to on going programs.

0030-17 General Fund Reserves—This reserve would provide a sound fiscal base for the County's budget to meet the emergency requirements of extraordinary events.

0030-18 Transfer Of Excess Cash Balances To General Fund—This provides for excess bond proceeds from Joint Powers Agency activities to be transferred to County use.

0030-19 Revenue Match Limitations—Revenue matches will be limited to the mandated level unless clear justification is provided which results in a waiver of this policy by the Board of Supervisors.

Basis of Accounting

The accounting and financial reporting treatment applied to a fund is determined by its measurement focus. All governmental funds are accounted for using a current financial resources measurement focus. With this measurement focus, only current assets and current liabilities generally are included on the balance sheet. Operating statements of these funds present increases (i.e., revenues and other financing sources) and decreases (i.e., expenditures and other financing uses) in net current assets. Trust and Agency funds are custodial in nature and do not involve measurement of results of operations.

All proprietary funds, the pension trust fund and the investment trust fund are accounted for on a flow of economic resources measurement focus. With this measurement focus, all assets and all liabilities associated with the operation of these funds are included on the



balance sheet. Fund equity for the proprietary funds (i.e., total net assets) is segregated into net assets invested in capital assets, net of related debt, and restricted net assets on the County's Comprehensive Annual Financial Report. Proprietary fund-type operating statements present increases (e.g., revenues) and decreases (e.g., expenses) in net total assets. Financial Accounting Standards Board Statements issued after November 30, 1989 are not applied in reporting proprietary fund operations.

Governmental fund types are accounted for using the modified accrual basis of accounting. Revenues are recognized when susceptible to accrual, (i.e., both measurable and available). Available means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. The County considers this to be one year. In applying the susceptible to accrual concept to intergovernmental revenues, the legal and contractual requirements of the individual programs are used as guidance. Revenues that are accrued include property taxes, sales tax, interest, and State and federal grants and subventions.

Expenditures are generally recognized when the related fund liability is incurred. Exceptions to this general rule include: principal and interest on long-term debt is recognized when due; prepaid expenses are reported as current period expenditures, rather than allocated; and accumulated unpaid vacation, sick leave, and other employee benefits are reported in the period due and payable rather than in the period earned by employees.

Proprietary fund types, the pension trust fund, the investment trust fund, and agency fund are accounted for on the accrual basis of accounting. Their revenues are recognized in the period earned and expenses are recognized in the period incurred. There are no unbilled utility service receivables for the proprietary fund types.

General Budget Policies

Governmental Funds- An operating budget is adopted each fiscal year for the governmental funds. The annual resolution adopts the budget at the summary level of expenditures within departments. The County's financial statement, the Comprehensive Annual Financial Report (CAFR), is prepared using generally accepted accounting principles (GAAP). Budgets for the governmental funds are adopted and evaluated on a basis of accounting that is different from GAAP.

The major areas of differences are:

- The budgets for some County agencies ("blended component units") that are presented in the CAFR, such as the In-Home Supportive Services Public Authority, are not presented in this document. The Board reviews them separately.
- Encumbrance accounting is employed in governmental funds. Encumbrances (e.g., purchase orders, contracts) are reported as budgeted expenditures in the year the commitment to purchase is incurred. For GAAP purposes in the fund financial statements, encumbrances outstanding at fiscal year-end are reported as reservations of fund balances and do not constitute expenditures and liabilities, because the appropriations for these commitments will be carried forward and the commitments honored in the subsequent fiscal year.
- Long-term capital lease obligations are not budgeted as an expenditure and source of funds in the year the asset is acquired. Under a GAAP basis, in the fund financial statements such obligations are included as an expenditure and source of funds in the year the asset is acquired.
- Loans and deposits to other agencies, if any, and their subsequent repayments are budgeted as expenditures and revenues, respectively. Under a GAAP basis in the fund financial statements, these items are not recognized as expenditures and revenues.



- On a budgetary basis, unrealized gains and losses on the fair value of investments are not recognized. For GAAP purposes, such gains or losses are recognized.

Proprietary funds- The Board of Supervisors approves an annual spending plan for proprietary funds. Although the adopted expense estimates are not appropriations, their budgetary controls are the same as those of the governmental funds. Because these funds collect fees and revenues generally to cover the cost of the goods and services they provide, their accounting and budgeting bases are closer to commercial models. Budgeting, like accounting, is done on the accrual basis and generally according to GAAP.

Some exceptions are:

- Certain funds are budgeted as governmental funds but are reported as proprietary funds; the most significant difference is that depreciation is not budgeted. Depreciation is not included in the budgets for the Sanitation and Sewer Maintenance Special Districts.

- Adjustments to inventory valuations are not budgeted.

All funds- Changes in reservation and designation of fund balance are budgeted as appropriations (expenditures) or revenues; for GAAP purposes, they are neither.

Appropriations may be adjusted during the year with the approval of the Board of Supervisors; additionally, Group and department managers are authorized to approve certain transfers of appropriations within a department. Such adjustments are reflected in the final budgetary data as presented in the CAFR. Accordingly, the legal level of budgetary control by the Board of Supervisors is the department level.



Public Safety Group

Public Safety Group

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**Public Safety Group Summary & Executive
Office**
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District Attorney
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Sheriff
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Alternate Public Defender
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Child Support Services
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Citizens' Law Enforcement Review Board
.....

Emergency Services
.....

Medical Examiner
.....

Probation Department
.....

Public Defender
.....

Public Safety Group Summary & Executive Office



Group Description

The Public Safety Group provides administrative oversight and coordination of ten departments, including the elected offices of Sheriff and District Attorney. These departments provide effective services in the areas of criminal justice, emergency services, disaster preparedness and child support enforcement. The Group also serves as the County's liaison with the State Trial Courts.

Mission Statement

Provide all County residents with the highest levels of public safety and security.

2003-04 Accomplishments

Strategic Initiative – Kids

- Ensured the East Mesa Juvenile Detention Facility will be ready for opening in June 2004.
- Increased public awareness of services in the Department of Child Support Services through an annual community resource fair. Forty-seven community vendors participated in the implementation of the resource fair.
- Exceeded the five federal performance measure standards in child support services by September 2003: 97% paternity establishment, federal standard 90%; 83% support order establishment, federal standard 50%; 40.5% current support collection, federal standard 40%; 54% arrears collection, federal standard 40%; \$3.04 cost effectiveness ratio (amount collected per \$1 dollar spent, federal standard \$2.00).
- Supported crime prevention efforts designed to maintain the safety and security of children within the San Diego Region, by making it convenient for more people to access information from the Megan's Law database.

- Supported effective management of dependency cases represented by the Public Defender and Alternate Public Defender, which resulted in a 56% reunification rate for families.

Strategic Initiative – The Environment

- Supported Public Safety Group departments in enforcement of all laws that protect the environment, to include the correction of stormwater deficiencies.
- Provided Public Safety Group resources to assist other County departments with environmental issues. Worked closely with Air Pollution Control District (APCD) during Firestorm 2003. Assisted Office of Emergency Services (OES) in creating a committee with representatives from Emergency Medical Services (EMS), Department of Environmental Health (DEH), Agriculture Weights and Measures (AWM) and the Fire Marshal to develop Hazard Mitigation Plans.

Strategic Initiative – Safe and Livable Communities

- Worked effectively and cooperatively with County departments and other local and State agencies to coordinate the response to Firestorm 2003 through activation and maintenance of the County's Emergency Operations Center and providing quality law enforcement services and management of the Valley Center Local Assistance Center. The District Attorney's Office also helped to create a Statewide Fire Disaster Fraud Task Force to assist fire victims.



- Provided efficient and effective legal representation to citizens of San Diego County in approximately 103,000 criminal cases, 11,736 dependency cases and 1,150 delinquency cases. Two complex death penalty cases resulting in life verdicts were completed through a jury trial. Provided representation in 31 homicide or attempted homicide cases.
- After Firestorm 2003, assisted the Sheriff's Department in developing and publishing a report on the performance of the Regional Communications System (RCS) during the fires. This report contains nine recommendations, including several that address the issues of enhancements to the RCS and interoperability of communications during major disasters.
- Promoted effective utilization of multi-jurisdictional committees, including the Unified Disaster Council and the Regional Security Commission.
- Public Safety Group Departments provided programs to increase awareness of services available to victims of domestic violence and other crimes. For example, the District Attorney established a Regional Family Justice Center Strategic Planning Task Force, in partnership with Supervisor Pam Slater-Price and the San Diego City Attorney to share ideas for a comprehensive approach to services for families affected by domestic violence in all areas of the County.
- The Office of Emergency Services enhanced emergency preparedness by completing development and installation of five education modules for the Terrorism Public Education Campaign on their website by December 2003.
- The Probation Department worked with Health and Human Services Agency (HHSA) in negotiations with the State to implement a program providing supervision and monitoring of sexually violent predators released from Atascadero State Hospital to San Diego County.

The negotiations with the State were not successful and the Board of Supervisors decided that the County would not undertake this function.

- The Sheriff's Department completed the project plan for the eSan Diego User's Network (eSUN) that is on budget and scheduled for completion in 2007. An upgraded application for the plan was approved by the California Law Enforcement Telecommunications System (CLETS) Advisory Committee. All agencies that currently use SUN have received one-on-one briefings of their role in the project, the changes and costs. U.S. Department of Justice Office of Community Oriented Policing Services (COPS) has awarded the Sheriff over \$1.0 million in additional grant funding for the project.
- Received accreditations from the National Association of Medical Examiners (NAME) and American College of Graduate Education for the Medical Examiner's Office for five years and from the Sheriff's Crime Lab from the American Society of Crime Lab Directors/Laboratory Accreditation Board.

2004-06 Objectives

Strategic Initiative – Kids

- Provide quality care and supportive services for at-risk youth and children in the dependency and delinquency system through effective management of legislation, cases and programs.
- Support self-sufficiency of families with children by maintaining child support collections for San Diego families, despite an anticipated 22% budget reduction by the State of California, and aiding the transition from welfare to work.
- Participate in community forums and projects that ensure children are cared for and protected.
- Help youth and teens reach their full potential through partnerships with local schools.



Strategic Initiative – The Environment

- Seek and maintain partnerships or projects with organizations that preserve environmental resources or sustain our quality of life.
- Continue to operate facilities in accordance with environmental regulations and maximize conservation strategies.

Strategic Initiative – Safe and Livable Communities

- Strengthen the County's ability to respond to an emergency by supporting training exercises, developing a three-year Countywide Homeland Security Exercise Program, updating business continuity plans, working with law enforcement and fire services agencies to develop procedures to use automated community notification system, participating in the development of a Regional Intelligence Center and identifying sources of funding for enhancements of the Regional Communications System.
- Help build safer communities by continuing to develop effective prevention programs and services, support legislation to broaden access to the Megan's Law database on sex offenders, supervising adult and juvenile probationers in the community, reducing incarceration costs, ensuring compliance with court orders, and making appropriate sentencing recommendations to the Court.
- Continue to provide efficient and effective legal representation to indigent citizens of San Diego County.

Executive Office Changes from 2003-04 Adopted

Staffing

- Proposed reduction of 3.00 staff years in the Public Safety Group Executive Office. The Juvenile Justice Commission function was transferred to the Probation Department. One staff year was transferred to Probation for this program while the remaining position was

eliminated. The third staff reduction is a CAO Staff Officer in the Public Safety Group Executive Office, which was eliminated due to lack of funding.

Expenditure

- Expenditures are proposed to increase in the Public Safety Group Executive Office overall by \$12.0 million. The most significant increase is \$10.5 million in Operating Transfers Out, which represents the transfer of Proposition 172 funds from the Special Revenue fund to the Sheriff, the District Attorney and the Probation Department. The proposed increase is the result of projected growth in Proposition 172 sales tax revenue. Salaries and Benefits will decrease by \$0.2 million due to staffing reductions and transfers noted above. Services and Supplies are proposed to increase by \$2.7 million. The largest component of this increase is the allocation of \$2.1 million for operational costs of the Fire Life Safety helicopter. These funds will be transferred from the Public Safety Group Executive Office to the appropriate operating department once the aircraft is purchased. Other increases are associated with costs for facilities management (\$0.4 million), utilities (\$0.2 million) and information technology (\$0.2million). Management Reserves are proposed to decrease by \$1.0 million.

Revenue

- Revenue is proposed to increase by \$12.0 million. The most significant increase is \$10.5 million in Intergovernmental Revenues, which reflects the Proposition 172 funds. The increase is the result of projected growth in Proposition 172 sales tax revenue. The Fines, Forfeitures and Penalties revenue increase of \$0.2 million is due to the budgeting of revenue from the Criminal Justice Facility fund for major maintenance. The General Purpose Revenue Allocation is proposed to increase by \$1.1 million.



Public Safety Group Summary & Executive Office

Staffing by Department

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Public Safety Group	12.00	9.00	(25.00)	9.00	0.00
District Attorney	1,038.00	1,038.00	0.00	1,038.00	0.00
Sheriff	4,043.25	4,010.50	(0.81)	4,010.50	0.00
Alternate Public Defender	102.00	80.00	(21.57)	80.00	0.00
Child Support Services	790.00	566.00	(28.35)	566.00	0.00
Citizens' Law Enforcement Review Board	4.00	4.00	0.00	4.00	0.00
Emergency Services	10.00	12.00	20.00	12.00	0.00
Medical Examiner	50.00	51.00	2.00	51.00	0.00
Probation Department	1,497.75	1,209.00	(19.28)	1,209.00	0.00
Public Defender	369.00	297.00	(19.51)	297.00	0.00
Total	7,916.00	7,276.50	(8.08)	7,276.50	0.00

Expenditures by Department

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Public Safety Group	\$ 196,755,142	\$ 208,757,412	6.10	\$ 219,905,594	5.34
District Attorney	98,302,530	106,825,118	8.67	104,299,615	(2.36)
Sheriff	442,930,198	451,772,004	2.00	454,162,661	0.53
Alternate Public Defender	13,100,134	12,365,745	(5.61)	12,845,354	3.88
Child Support Services	54,446,813	47,657,913	(12.47)	47,657,913	0.00
Citizens' Law Enforcement Review Board	493,102	507,280	2.88	490,425	(3.32)
Emergency Services	2,285,871	2,159,350	(5.53)	2,189,967	1.42
Medical Examiner	6,362,255	6,691,917	5.18	6,909,045	3.24
Probation Department	147,468,592	139,188,692	(5.61)	133,689,122	(3.95)
Public Defender	43,733,846	42,594,207	(2.61)	43,719,520	2.64
Contribution for Trial Courts	68,874,679	67,537,321	(1.94)	67,083,179	(0.67)
Defense Attorney / Contract Administration	7,994,570	8,099,440	1.31	8,099,440	0.00
Total	\$ 1,082,747,732	\$ 1,094,156,399	1.05	\$ 1,101,051,835	0.63



Public Safety Group Summary & Executive Office

Staffing by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Public Safety Executive Office	10.00	9.00	(10.00)	9.00	0.00
Juvenile Justice Commission	2.00	—	(100.00)	—	0.00
Total	12.00	9.00	(25.00)	9.00	0.00

Budget by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Public Safety Executive Office	\$ 5,211,639	\$ 6,790,500	30.29	\$ 6,628,535	(2.39)
Juvenile Justice Commission	105,671	—	(100.00)	—	0.00
Public Safety Proposition 172	191,437,832	201,966,912	5.50	213,277,059	5.60
Total	\$ 196,755,142	\$ 208,757,412	6.10	\$ 219,905,594	5.34

Budget by Categories of Expenditures

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 1,441,299	\$ 1,227,906	(14.81)	\$ 1,231,842	0.32
Services & Supplies	2,436,011	5,122,594	110.29	4,956,693	(3.24)
Other Charges	400,000	400,000	0.00	400,000	0.00
Expenditure Transfer & Reimbursements	40,000	40,000	0.00	40,000	0.00
Operating Transfers Out	191,437,832	201,966,912	5.50	213,277,059	5.60
Management Reserves	1,000,000	—	(100.00)	—	0.00
Total	\$ 196,755,142	\$ 208,757,412	6.10	\$ 219,905,594	5.34



Public Safety Group Summary & Executive Office

Budget by Categories of Revenue

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Fund Balance	40,000	40,000	0.00	—	(100.00)
Fines, Forfeitures & Penalties	—	182,486	(100.00)	182,486	0.00
Revenue From Use of Money & Property	2,480,891	2,624,245	5.78	2,642,245	0.69
Intergovernmental Revenues	191,437,832	201,966,912	5.50	213,277,059	5.60
Charges For Current Services	400,000	400,000	0.00	400,000	0.00
General Revenue Allocation	2,396,419	3,543,769	47.88	3,403,804	(3.95)
Total	\$ 196,755,142	\$ 208,757,412	6.10	\$ 219,905,594	5.34

District Attorney



Department Description

The Office of the District Attorney contributes to public safety and the quality of life in San Diego County through the efficient prosecution of felony crimes Countywide and misdemeanor crimes in 17 cities and the unincorporated areas. The District Attorney assists victims and survivors of crime, protects families and children by making communities safer and protects the taxpayer by investigating and prosecuting consumer and public assistance fraud.

Mission Statement

The San Diego District Attorney, in partnership with the community we serve, is dedicated to the pursuit of truth, justice, the protection of the innocent, and the prevention of crime through the vigorous and professional prosecution of those who violate the law.

2003-04 Accomplishments

The District Attorney has completed the first year of full participation in the County's General Management System. Overall accomplishments include a restructuring of the organization to be more responsive to community needs, and the realignment of existing resources in support of the County's Strategic Initiatives.

Strategic Initiative – Kids

- Continued support of a cooperative effort with the Juvenile Court to provide literacy instruction at the Juvenile Ranch and Camp Barrett with financial assistance of \$100,000 from State Asset Forfeiture funds. The program has served 202 students and 186 have completed the program as of March, 2004.
- Sponsored a Truancy Summit in September 2003 to focus on issues impacting school districts, including topics such as "How to Combat Truancy Effectively During Budget Cuts."
- The objective of adding five schools to the Building Roads to Intervene in Truants' Education (BRITE) program combating truancy could not be achieved. Reductions in the Probation Department required that both departments' staffs be reassigned to core functions to stabilize caseloads and provide meaningful supervision.
- Worked with the Sheriff and the Health and Human Services Agency to create a Countywide Drug Endangered Children Council. The Council has developed protocols to protect children found in drug-involved environments. The Council is working with the Methamphetamine Strike Force to raise community awareness and emphasize education and treatment options.
- The District Attorney participated in the County Office of Education Ethics panel in a presentation broadcast to schools.
- Formed a community-based task force to address issues of gang violence involving youth in Southeast San Diego, the Gang Intervention Initiative. Partners include community organizations, opinion leaders, law enforcement, private enterprise and concerned citizens.
- Designed an innovative pilot project to assist youth ages 11-14 with access to community resources. The group is applying for private foundation funding and targets implementation during the upcoming fiscal year.



- Participated in the Public Safety Group's Job Shadow program for high school students.
- Reunited 118 children with their custodial parents through the efforts of the Child Abduction Recovery unit.
- As part of the Internet Crimes Against Children (ICAC) Task Force, conducted over 30 classes for more than 650 citizens, law enforcement officers and prosecutors to raise awareness of the dangers to children while online and present available strategies to protect them.

Strategic Initiative – The Environment

- Proposed enhanced penalties for code violations in cooperation with Supervisor Cox, County Counsel and the Land Use and Environment Group. Every day, violations of County codes, ordinances, and regulations put public health, environmental health and the quality of life in San Diego County at risk. Recommendations were approved by the Board of Supervisors on March 24, 2004 (1) to authorize additional penalties, seek legislative changes for further penalties, create a Code Enforcement Strike Force and create a Code Enforcement Guide for the Public.

Strategic Initiative – Safe and Livable Communities

- As a visible and participating member of the County team and the community at large, the District Attorney held 192 community meetings, four town hall meetings, 133 luncheons and civic events, and 58 meetings with various community boards and committees throughout San Diego County. For the first time, the Spanish language media is being invited to all events and provided with translations of all materials.
- District Attorney Investigators assisted in the emergency response to the Cedar Fire to prevent looting and assisted in neighborhood evacuations.

- In the aftermath of the October 2003 wildfires, the District Attorney's Office helped create a Statewide Fire Disaster Fraud Task Force and mailed 2,555 letters to Firestorm 2003 victims notifying them of scam artists who attempt to re-victimize those who suffered a loss in the fires. A sting operation by Roving Enforcement Teams resulted in 15 people charged to date with contracting without a license in a disaster area after the October wildfires.
- In cooperation with Supervisor Cox, conducted a Board Conference on December 9, 2003 to raise public awareness of the dangers of Identity Theft. In 2003, 86 defendants were charged with identity theft crimes.

Prosecution services have been restructured around public safety priorities:

- The Narcotics Unit was created with a strategy to focus on reducing supply by targeting traffickers and addressing demand through involvement in County Task Forces combating methamphetamine and club drugs. The Unit has provided the Court with a coordinated approach to Drug Court and the implementation of Proposition 36. The District Attorney assisted the Drug Enforcement Agency and the Narcotics Task Force in Operation Speed Bump, a two-month enforcement, education and awareness program.
- The Sex Crimes and Stalking Unit was created to focus on those offenses and expanded their activities to include coordination with mental health offender teams and teams monitoring sex offender registrants under Penal Code Section 290.
- The Cold Homicide Team has received approximately 75 unsolved murder cases from the various law enforcement agencies in the County. The earliest dates back to 1975. In October 2003, in conjunction with the Chula Vista Police Department, the team helped to solve the 1991 murder of nine year-old Laura Arroyo.



- Conducted outreach to the public about services available to the victims of crime through the Community Liaisons Division and by stationing staff at the San Diego Family Justice Center in cooperation with the San Diego City Attorney's Office to reach more victims of domestic violence.
- Partnered with the Sheriff, Health and Human Services Agency and others to create a multidisciplinary response center that will provide coordinated and comprehensive intervention services to North County families who experience domestic violence.
- Established a Regional Family Justice Center Strategic Planning Task Force, in partnership with Supervisor Pam Slater-Price and the San Diego City Attorney to share ideas for a comprehensive approach to services for families affected by domestic violence in all areas of the County.
- Protected neighborhoods in Oceanside from gang activity through the largest civil injunction ever issued in the County. This "safety zone" makes it a misdemeanor for anyone named in the suit to associate with another known gang member, wear gang-related clothing, display gang hand signs or engage in other prohibited activities. Violators can be punished with jail terms, fines or both.
- Presented trainings on Elder Abuse issues for Aging and Independence Services and offered a series of trainings for first responders, caregivers, and banks. Developed videos to educate first responders and the clergy who, as of January 1, 2003, are mandated to report elder abuse.
- Partnered with the United States Attorney in the Project Safe Neighborhoods program to reduce gun violence in the community.
- Placed an increased emphasis on fraudulent civil business practices, resulting in actions against two large corporations. These efforts also have a deterrent effect on future criminal activity and unfair business practices.

In achieving these outcomes, the District Attorney relied on the County's Required Disciplines to guide operations. In these areas, the Office achieved goals of:

Required Discipline - Fiscal Stability

- Implemented the County's General Management System to conserve financial resources. Conducted the Public Assistance Fraud Program within the resources available from the Health and Human Services Agency. Submitted the County's application for funding under the Federal Southwest Border Prosecution Initiative, securing \$10.5 million in one-time resources for the District Attorney and the County of San Diego.

Required Discipline - Customer Satisfaction

- Established a comprehensive media and juvenile media policy to foster the greatest access possible by the media within the guidelines of the law.

Required Discipline - Regional Leadership

- Established effective partnerships with law enforcement and with State and federal prosecutors. For the first time, established a working relationship with the Baja California State Attorney General and Mexican officials. Participated in multi-jurisdictional and bi-national narcotics enforcement efforts. Worked with City and County leaders on expanding the Family Justice Center model throughout the County. Teamed with the United States Attorney on the Project Safe Neighborhoods program.

**Required Discipline - Skilled Competent Workforce/
Essential Infrastructure/Continuous Improvement**

- Developed innovative in-house training programs available online, increasing employee participation and reducing costs. The District Attorney's Office shared this technology with other County departments. Trained all Division Chiefs and Assistant Chiefs on the General Management System and implemented regular reviews at multiple levels of the organization.



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- With the Public Safety Group, remodeled the El Cajon Branch Office to address workplace safety and ergonomic issues.

Required Discipline - Information Management

- Trained all staff in the use of the Case Management System for adult defendants. Implemented the case management system for juveniles with Probation and the Juvenile Court to replace an outdated mainframe system. Created interfaces for the Sheriff and the Public Defender to automate the transfer of basic criminal justice information.

Required Discipline - Accountability

- Provided timely and complete information to the Public Safety Group, the Chief Administrative Officer and the Board of Supervisors.

2004-06 Objectives

Strategic Initiative – Kids

- Create a mentorship program to link inner city youth from the Urban League Academy with Deputy District Attorneys. In the six-month program, kids will learn about career opportunities in the criminal justice system and how to prepare themselves for any opportunities they wish to pursue.
- Support legislation to broaden access to the Megan's Law database on sex offenders.
- Maintain vertical prosecution units and programs that protect children from those who commit child abuse and abduction or crimes of domestic violence against families.
- Develop further the community-designed Gang Intervention Initiative, seeking resources from foundations and private funding sources.

Strategic Initiative – The Environment

- Strengthen the enforcement of County codes and regulations in a partnership with the Land Use and Environment Group, County Counsel and the Board of Supervisors. The District Attorney will participate in the Code Enforcement Strike Force to improve environmental and safety conditions impacting the quality of life of San Diego County residents.

Strategic Initiative – Safe and Livable Communities

- Create a Community Advisory Board to provide a direct communication link between the citizens of the County and the District Attorney. This will be the first such board created by any District Attorney in Southern California.
- Design an improved version of the Bad Check program to secure restitution for San Diego County businesses and to prosecute those seeking to commit fraud.
- Establish a New Partnership for Adult Literacy with the Probation Department, the San Diego Community College District and the San Diego Council on Literacy to increase the literacy level of nonviolent offenders without a high school diploma or General Education Diploma (G.E.D). This program design meets service needs at no additional cost to the County.
- Continue to develop a standard case issuing and review protocol to be applied uniformly throughout the Divisions and Branches of the Office of the District Attorney.
- Take a proactive approach to gang violence by partnering with local law enforcement agencies to identify all active gangs, gang members and their areas of operation within the County and to target those areas by developing law enforcement strategies.



- Assist the State Labor Commissioner's Office and the State Department of Insurance to formulate a plan to investigate and prosecute employers operating without workers' compensation insurance.
- Emphasize review of occupational health and safety cases to deter violations that place workers at risk and increase workers' compensation costs.
- Create an Identity Theft Task Force comprised of law enforcement, business and community members to develop resources to investigate and prosecute this criminal activity.

To deliver the outcomes detailed above, the District Attorney will exercise the Required Disciplines of the County, including:

Required Discipline - Fiscal Stability

- Closely monitor expenditures and other costs and apply for additional funding as appropriate.

Required Discipline - Customer Satisfaction

- Update the District Attorney website and improve public access to information.

Required Discipline - Regional Leadership

- Continue partnerships through the Regional Family Justice Center Strategic Planning Task Force, bi-national drug enforcement partnerships and working with the United States Attorney on reducing gun violence.

Required Discipline - Skilled Competent Workforce

- Expand the use of on-line, on-demand streaming video training programs presented on the employee's desktop PC.

Required Discipline - Essential Infrastructure

- Maintain facilities, fleet and equipment to prevent a deferred maintenance backlog.

Required Discipline - Information Management

- Work with the Sheriff and local law enforcement to review options for automated police reports. Use all available data systems to improve office performance.

Required Discipline - Accountability

- Continue to keep the Public Safety Group and the Chief Administrative Officer informed of all developments and opportunities affecting the District Attorney.

Required Discipline - Continuous Improvement

- Continue to refine and expand the District Attorney's employee recognition and rewards program to provide additional incentives to improve services and use resources more efficiently.

Changes from 2003-04 Adopted

Staffing

- The Fiscal Year 2004-05 Proposed Operational Plan includes 1,038.00 authorized staff years, yet funding is removed for 127.00 of these staff years. Those positions will be frozen in the PeopleSoft Human Resources system pending the availability of future funding.

Expenditures

- The Fiscal Year 2004-05 Proposed Operational Plan includes salary and benefit cost increases associated with negotiated salary and benefit agreements. The Operational Plan removes funding for 127.00 vacant staff years and decreases appropriations that have been affected by reductions in grant funds. All of these actions above result in a net increase of \$10 million in Salaries and Benefits.
- The Fiscal Year 2004-05 Proposed Operational Plan reduces support expenditures by \$0.7 million, or 7%, following a 19% reduction in the previous fiscal year. Reductions occurred primarily in the following Internal Service Funds: Automobile Fuel, Automobile Maintenance, Real Estate Services, Major Maintenance,



Facilities Management, Information Technology Application Services, Computing Power, Microfiche, Work Orders and Mail Services.

- There is no change in appropriations for Other Charges.
- There is no change in funds for the purchase of Capital Assets. These funds were reduced by \$0.47 million, or 88%, in Fiscal Year 2003-04 due to the lack of both grant funds and General Purpose Revenues for these purchases.
- Transfers and Reimbursements increase by \$0.5 million for the Public Assistance Fraud Unit to reflect an increase associated with negotiated salary and benefit agreements and does not include any other increases.
- The Fiscal Year 2004-05 Proposed Operational Plan does not include an amount for Management Reserves.

Significant Changes in Fiscal Year 2005-06

- In Fiscal Year 2005-06, the Proposed Operational Plan includes an adjustment to Salaries and Benefits that illustrates the joint objective of the District Attorney and the Chief Administrative Officer to come to an agreement on balancing expenditures to available revenues. A specific plan will be developed after analysis of the impact of the final Fiscal Year 2004-05 State Budget on counties. Although a reduction appears in the Salaries and Benefits accounts, at this time the Chief Administrative Officer is not making a detailed proposal and discussions of various strategies will occur during the next year.

Revenue

- The Fiscal Year 2004-05 Proposed Operational Plan reflects an overall increase in revenue of \$8.5 million due to the appropriation of prior year and current year

Southwest Border Prosecution Initiative funds and Proposition 172 funds. Revenue reductions due to the Fiscal Year 2003-04 State Budget Act, and previously acted upon by the Board of Supervisors, include the consolidation of the Career Criminal, Major Narcotic Vendor and Statutory Rape Vertical Prosecution Programs into one Vertical Prosecution block grant. Proposition 172 funds will be used to support this level of service to the community for the 2004-05 Fiscal Year. The Plan also reflects the Fiscal Year 2003-04 reduction of the State Citizens' Option for Public Safety (COPS) program in the amount of \$0.14 million. In Fiscal Year 2004-05, a reduction of \$0.15 million is proposed for the High Intensity Drug Trafficking Area (HIDTA) program.

- Intergovernmental Revenues increase of \$2.5 million due to an increase in federal funds available under the Southwest Border Prosecution Initiative and offsetting decreases to budgeted federal and state revenues as described above.
- Charges for Current Services decrease of \$1.0 million in Fiscal Year 2004-05 due to the reduction of revenues anticipated for the Real Estate Fraud Program and the cancellation of the previous Bad Check Program design.
- Other Financing Sources increase of \$2.3 million due to a projected increase in Proposition 172 funds and a transfer of Federal Asset Forfeiture funds to support overtime costs.
- Use of Fund Balance net increase of \$3.0 million due to the appropriation of federal funds received in Fiscal Year 2003-2004 under the Southwest Border Prosecution Initiative and a decrease of \$0.5 million to offset the cancellation of the Management Reserves account.



Performance Measures	2003-04 Adopted	2003-04 Estimated Actual	2004-05 Proposed	2005-06 Proposed
Felony defendants received ¹	N/A	27,372	28,000	28,000
Felony defendants issued ²	16,250	22,065	23,000	23,000
Issue rate - Felony ¹	N/A	80.6%	80%	80%
Conviction rate – Felony ¹	N/A	94.7%	94%	94%
Misdemeanor defendants received ¹	N/A	31,364	32,000	32,000
Misdemeanor defendants issued ²	26,900	27,497	28,000	28,000
Issue rate – Misdemeanor ¹	N/A	87.7%	87%	87%
Conviction rate – Misdemeanor ¹	N/A	92.4%	92%	92%
Public Assistance Fraud investigations ³	38,500	30,432	N/A	N/A

¹New measures are added to more accurately reflect the activity directed to the District Attorney by law enforcement and the District Attorney's actions on the crimes referred. For the first time, this performance data is readily available and is being presented to the public.

²These measures were previously titled "Felony Prosecutions" and "Misdemeanor Prosecutions."

³The lower number of investigations is the result of the downsizing of the Public Assistance Fraud Unit due to reductions in funds available from the State.



Staffing by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
General Criminal Prosecution	481.50	532.50	10.59	532.50	0.00
Specialized Criminal Prosecution	347.00	296.00	(14.70)	296.00	0.00
Juvenile Court	68.50	68.50	0.00	68.50	0.00
Public Assistance Fraud	96.00	97.00	1.04	97.00	0.00
District Attorney Administration	45.00	44.00	(2.22)	44.00	0.00
Total	1,038.00	1,038.00	0.00	1,038.00	0.00

Budget by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
General Criminal Prosecution	\$ 48,506,293	\$ 58,651,666	20.92	\$ 56,443,745	(3.76)
Specialized Criminal Prosecution	37,449,841	35,485,869	(5.24)	35,046,223	(1.24)
Juvenile Court	7,439,806	8,209,605	10.35	8,069,387	(1.71)
Public Assistance Fraud	(683,142)	(681,837)	(0.19)	(680,334)	(0.22)
District Attorney Administration	5,589,732	4,931,299	(11.78)	4,993,094	1.25
District Attorney Asset Forfeiture Program	—	228,516	(100.00)	427,500	87.08
Total	\$ 98,302,530	\$ 106,825,118	8.67	\$ 104,299,615	(2.36)

Budget by Categories of Expenditures

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 91,135,263	\$ 101,213,433	11.06	\$ 99,011,757	(2.18)
Services & Supplies	11,515,922	10,760,342	(6.56)	10,793,492	0.31
Other Charges	2,692,818	2,692,818	0.00	2,692,818	0.00
Capital Assets Equipment	63,416	63,416	0.00	63,416	0.00
Expenditure Transfer & Reimbursements	(7,604,889)	(8,104,891)	6.57	(8,461,868)	4.40
Operating Transfers Out	—	200,000	(100.00)	200,000	0.00
Management Reserves	500,000	—	(100.00)	—	0.00
Total	\$ 98,302,530	\$ 106,825,118	8.67	\$ 104,299,615	(2.36)

**Budget by Categories of Revenues**

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Fund Balance	6,252,304	9,262,465	48.14	2,761,449	(70.19)
Intergovernmental Revenues	14,368,575	16,832,688	17.15	17,192,728	2.14
Charges For Current Services	3,019,316	1,988,716	(34.13)	2,020,747	1.61
Other Financing Sources	39,091,827	41,397,643	5.90	43,659,672	5.46
General Revenue Allocation	35,570,508	37,343,606	4.98	38,665,019	3.54
Total	\$ 98,302,530	\$ 106,825,118	8.67	\$ 104,299,615	(2.36)



Sheriff



Department Description

The Sheriff's Department is the chief law enforcement agency in the County of San Diego, covering approximately 4,200 square miles. The Department's 4,000 employees provide general law enforcement, detention, and court services, as well as regional investigative support and tactical emergency response. Law enforcement services are provided to 813,000 County residents, including those in nine contract cities. The Sheriff's community oriented policing philosophy involves law enforcement and communities working together to solve crime-related problems. The Sheriff's detention facilities book over 135,000 inmates annually. The Department is responsible for booking and releasing inmates, ensuring court appearances, and providing necessary daily care for approximately 4,950 inmates per day. Services provided to the San Diego Superior Courts include weapons screening and courtroom security. The Department also serves as the County's levying and enforcement agency for execution, service and return of all writs, warrants, and other processes issued by the courts.

Mission Statement

In partnership with our communities, we provide the highest quality public safety services.

2003- 04 Accomplishments

Strategic Initiative – Kids

- Within budget constraints, maintained units that fight crimes against children such as child abuse, juvenile intervention, and domestic violence. The Domestic Violence Unit received federal grant funding to offset the salary for one full-time detective to investigate domestic violence incidents in the North County.

Strategic Initiative – The Environment

- Worked with regional agencies to enforce all laws that protect the environment.
- Completed an assessment of the Sheriff's vehicle fleet and developed a cost reduction program. Nearly 150 vehicles have been returned to the Department of General Services for disposal.

Strategic Initiative – Safe and Livable Communities

- Continued progress toward completion of the Law Enforcement Master Plan to project future needs and determine location, priority, and specifications for building new facilities over the next 15 years. The study is expected to be completed in 2004.
- Completed construction of three new adult holding cells in Juvenile Hall.
- Worked cooperatively with County departments and other local and State public safety agencies to provide law enforcement services during Firestorm 2003. The Department contributed over \$3 million in staff time, fuel, helicopter support, and services and supplies.
- Continued progress toward implementation of the Sheriff's Department's Information Technology Strategic Plan, including a total rebuild and move of the San Diego User's Network/California Law Enforcement Telecommunications System (SUN/CLETS) from an antiquated mainframe to a modern computer environment, implementation of the Sheriff's regional



automated field reporting and records management system (AFR/RMS), and implementation of the Sheriff's Extranet, a secure web-like network for sharing confidential data with other law enforcement agencies.

- Increased capacity for more simultaneous radio messages on a number of East County radio repeater sites, thereby improving communications for major incidents.
- Negotiated a Regional Communications System (RCS) contract with Imperial Valley Communications Authority for all local and county public safety agencies in Imperial County.
- Received accreditation for the Sheriff's Crime Lab from the American Society of Crime Lab Directors/ Laboratory Accreditation Board.
- Continued to enhance registration, public notification, and monitoring of sex offenders via a newly formed task force in conjunction with the San Diego Police Department, the San Diego County Probation Department, and the State of California. The task force will provide services to the citizens and police jurisdictions in all cities within the County of San Diego. Due to budget constraints, two unincorporated Drug Awareness and Resistance Education (DARE) deputies were eliminated to fill two full time deputy positions for the task force.
- Continued to research and plan for an Emergency Vehicle Operations Facility at Marine Corps Air Station Miramar to provide ongoing and timely training in pursuit driving to Deputy Sheriff employees.
- Developed and implemented a Department Automated External Defibrillation (AED) Program that provided an AED unit to each Sheriff's Department facility.
- Opened a Regional Firearms Training Center that provides full-service firearms instruction to law enforcement agencies from across the nation.

- Increased the service of felony warrants by 230%, serving 775 felony warrants, up from 230 in Fiscal Year 2002-03.
- Completed platoon training that resulted in over 230 Court Service Deputies able to assist in the Countywide Firestorm 2003.
- Completed the partnership arrangement between the Department of General Services and the Sheriff's Department, where dedicated maintenance staff, reporting to Sheriff's Department management, has improved the delivery of maintenance services to all Sheriff's jail facilities. These improvements were evidenced by the highly favorable comments of inspectors from the Board of Corrections and the San Diego County Grand Jury.
- Reached agreement between Sheriff and Probation Departments to provide food service to the new East Mesa Juvenile facility, scheduled for opening in June 2004.
- Renovated the Las Colinas Detention Facility kitchen to address wear and increased usage since 1975.
- Partnered with community and faith-based organizations in a new "Family Ties" grant from the U.S. Department of Education. The objective of the grant program is to assist inmates being reintroduced to the community by targeting areas of domestic violence, parenting, and drug/alcohol addiction.

Required Discipline - Skilled, Competent Workforce

- Created a career path for Detention Deputies through the Captain level that is commensurate with the Law Enforcement Deputy career path, which will help retain valuable employees.
- Continued to actively recruit a wide range of diverse employees for the law enforcement ranks in order to better serve our diverse community.



- Addressed compensation issues in the Sheriff's Detention Nurse classifications to overcome chronic recruiting/retention difficulties.
- Created a training and certification program for former Marshal's Court Service Officers as Deputy Sheriffs-Detentions/Courts to provide for equal career and promotional opportunities.

Required Discipline - Essential Infrastructure

- Continued preparation of a five-year Major Maintenance Plan for the Sheriff's 25 County-owned facilities, comprised of 1.67 million square feet. The Department is currently working with General Services to conduct assessments of all Sheriff's facilities to identify current and future needs to incorporate into the maintenance plan.
- Completed the Las Colinas Detention Facility Development Plan, although future steps will be postponed due to budget constraints.

Required Discipline - Fiscal Stability

- Implemented an overtime cost containment plan that resulted in a reduction of overtime by 275,000 hours annually.

Required Discipline - Continuous Improvement

- Formed the Contracts/Procurement Division and centralized contracting operations in an effort to improve the efficiency and effectiveness of the contracting process for the Department and its partners in the process.

2004-06 Objectives**Strategic Initiative – Kids**

- Plan and develop an effective evacuation and monitoring plan for each of the children's waiting rooms in the courthouses.

- Partner with the Superior Court in the further development of programs to aid children who are called to testify in sensitive court cases.
- Continue to provide the primary communications network used by public safety agencies throughout San Diego County that enforce prevention of crimes against juveniles.

Strategic Initiative – The Environment

- Participate in the Proctor Valley Task Force to alleviate off-road vehicle trespassing and illegal dumping in the Proctor Valley preserve area.
- Continue efforts to include new agencies on the Regional Communications System, thereby reducing the number of communication towers, electrical power and electrical generators needed to support public safety wireless communications requirements in the region.

Strategic Initiative – Safe and Livable Communities

- Identify funding to acquire land and construct a new Sheriff's station in the Rancho San Diego community.
- Resume issuance of Weapons of Mass Destruction personal protective equipment and providing terrorism training to all law enforcement personnel, which was suspended until regulatory exemptions pertaining to air purifiers could be achieved. Although this project, which is facilitated by our Special Enforcement Detail (SED) Special Weapons And Tactics (SWAT) Team, will continue, the frequency of classes will be diminished due to a 22% reduction in full-time personnel assigned to SED as a result of budget reductions.
- Participate in the development of a Regional Intelligence Center that would also serve the region's needs for a Terrorism Early Warning Center.
- Identify funding to complete needed enhancements to the Regional Communications System in accordance with the plan proposed to the Board of Supervisors in the aftermath of Firestorm 2003.



- Complete design and implementation of a new regional automated field reporting and records management system (AFR/RMS).
- Continue efforts to achieve stable State and/or federal funding for the support and replacement of wireless public safety communication networks.
- Refurbish Dorm 1 on the north side of Las Colinas Detention Facility to house female inmates.
- Evaluate the feasibility of establishing a centralized pharmacy to serve all County departments.
- Replace security cameras and electronic access to prisoner holding areas in the courts to eliminate escape attempts and to ensure the safety of Sheriff's personnel.
- Complete the development and implementation of the "e-warrants" system, which will provide warrant information by geographical area in order to increase the number of warrants served by all law enforcement personnel throughout the County.
- Successfully negotiate a new contract between the Sheriff's Department and the Superior Court to ensure a high level of security in the most cost effective manner.
- Enhance the partnership with the District Attorney's Office to effectively and efficiently serve subpoenas and maximize the use of technology in that regard.
- Renovate the four court holding cells in the San Diego Central Court to facilitate safe movement of inmates and to enhance the safety of Sheriff's personnel.
- Develop and implement a Departmentwide program with a long-range goal of placing an Automated External Defibrillation unit in each Detention Deputy station and patrol vehicle.
- Respond to all outside agency discriminatory complaints and grievances within 30 days.

Changes from 2003-04 Adopted

Staffing

- Total staffing is proposed to decrease by 32.75 staff years (42 positions). The proposed decrease includes 14 Contract City Deputy Sheriff positions and one Contract City Community Service Officer position due to city-requested decreases in service levels, two Deputy Sheriff positions serving the Grossmont Union High School District at Mt. Miguel and El Capitan High Schools, 20 training positions associated with newly-recruited academy cadets that were deleted to help offset the negotiated salaries and benefits cost increases. Also included are five positions associated with the Mentally Ill Offender Crime Reduction grant that were deleted mid-year when the grant expired.
- Another 205 positions are proposed to be frozen and unfunded to help offset the negotiated salaries and benefits cost increases for the remaining positions. This action affects 118 sworn and 87 professional positions. Impacts from this reduction include elimination of the following functions: unincorporated Drug Awareness and Resistance Education (DARE), dedicated unincorporated Community Oriented Policing and Problem Solving (COPPS) deputy sheriffs, and Hall of Justice parking security. Functions that will be reduced include Homicide Cold Case supervision, the Special Enforcement Detail's SWAT team, and Regional Communications Center and Wireless Services Unit support. Additional impacts include closure of two storefront offices and continuation of staff shortages in the Records and Identification Division. These shortages result in extended delays for entry of crime and arrest data into regional criminal justice systems used for investigations.

Expenditures

Total expenditures are proposed to increase by \$9.4 million due to the following:



- Salaries and Benefits are proposed to increase \$23.5 million. The net increase is due primarily to negotiated salary and benefit cost increases, and is partially offset by the deletion of 16 Deputy Sheriff positions, 20 “Pipeline” Deputy Sheriff-Detentions/Courts training positions, and one Community Services Officer position. Further offsetting reductions are proposed through the removal of funding for an additional 205 vacant positions and significantly reducing overtime appropriations. A mid-Fiscal Year 2003-04 Board action deleted five Detention Mental Health Clinician positions due to the expiration of the Mentally Ill Offender Crime Reduction Grant.
- Services & Supplies are proposed to decrease by \$15.3 million. This decrease includes a \$5.0 million reduction in one-time appropriations, a \$3.0 million reduction due to the expiration of one-time grant funds, a \$2.2 million reduction in major maintenance for facilities, a \$1.5 million reduction in fleet maintenance, fuel, and depreciation, a \$2.0 million reduction in the other services and supply accounts, a \$1.0 million reduction in Purchasing Internal Services Fund surcharges, a \$0.6 million reduction in temporary contract help, a \$0.5 million reduction in food and household items, \$0.5 million reduction in equipment rents and leases funds, and a \$0.2 million reduction in centralized supply. Proposed increases include \$1.1 million in facilities management and real property internal service fund costs and \$0.9 million in routine building maintenance. Mid-year board actions added \$0.6 million for services and supplies associated with the Life Skills and North County Family Violence Center grants.
- Appropriations for Other Charges are proposed to increase by \$1.9 million due to previously underfunded inmate medical care costs.
- Capital Asset Equipment appropriations are proposed to decrease by \$2.6 million due to a \$1.2 million reduction in proposed Cal-ID equipment purchases, a \$0.6 million

reduction in planned fixed asset expenditures within the Inmate Welfare Fund, a \$0.5 million reduction associated with the Asset Forfeiture Program, and a \$0.3 million reduction in proposed Food Services equipment purchases.

- Expenditure Transfers and Reimbursements are proposed to decrease by \$0.4 million due to a change in reimbursements received from the Health and Human Services Agency and the Probation Department.
- Operating Transfers Out are proposed to increase by \$1.0 million due to a one-time transfer from the Jail Stores Internal Service Fund to the Sheriff’s Inmate Welfare Fund.

Revenue

Total Revenue is proposed to increase \$8.9 million due to the following:

- Fines, Forfeitures and Penalties are proposed to increase by \$2.9 million due to a \$2.9 million increase in AB189 Criminal Justice Facility Penalty revenues that are available for the maintenance and operations of regional criminal justice facilities. A \$1.0 million increase in trust fund revenues for the enhancement of the automated warrant system and equipment needs is offset by a \$1.0 million reduction in revenue from the Cal-ID trust fund, from which funds are used to purchase and maintain fingerprint identification equipment.
- Revenue from Use of Money and Property is projected to increase by \$1.2 million due to the net effect of a \$1.4 million increase from the leasing of 200 jail beds and a \$0.2 million decrease in revenue from the Inmate Welfare Fund due to a decreasing interest rate on funds on deposit.
- Intergovernmental Revenues are proposed to increase by \$6.8 million due to a \$4.4 million increase in Trial Court reimbursement based on current service levels, a \$4.0 million increase in Aid from Redevelopment Agencies for maintenance operations of regional criminal



justice facilities, a \$1.5 million decrease in federal grant funding due to the expiration of Community Oriented Policing and Problem Solving grants, a \$0.4 million reduction in State grant funding due to the expiration of Child Abuse, Cold Hit, Local Forensic Laboratory Improvement Program grants, and a \$0.4 million decrease in State Aid for Corrections funds due to the expiration of the Mentally Ill Offender Crime Reduction grant program. A mid-year Board action added \$0.7 million in revenue based on Life Skills and North County Family Violence Center grants received.

- Charges for Current Services are proposed to decrease by \$4.8 million due to a combination of changes, including a \$3.0 million decrease due to the cities' inability to reimburse the County for booking of inmates due to the State's proposed lack of funding to the cities, a \$1.1 million increase due to a transfer of Jail Stores Internal Service Fund to the Inmate Welfare Fund, \$0.7 million decrease in Contract City revenue due to decrease of service levels, a \$0.8 decrease in federal funding for the State Criminal Alien Assistance is due to decreased federal funding and an increased number of agencies applying for those funds, a \$0.2 decrease in parolee housing revenue due to State budget crisis, a \$0.3 million decrease in Meals on Wheels due to the delay in

the proposed expansion of the program into North County, a \$0.4 million increase due to new law enforcement contracts with Rincon and Pala Indians, a \$0.2 million increase due to increases in revenue from alcohol lab tests, Peace Officer Standards and Training reimbursement, and Cal-ID user fees.

- Miscellaneous Revenues are proposed to increase by \$1.9 million due to a \$1.0 million increase in the Las Colinas Replacement Fund and a \$0.9 million increase in the Jail Stores Internal Service Fund due to new phone card sales to inmates and increased commissary sales due to an anticipated increase in inmate population.
- Other Financing Sources are proposed to increase by \$8.3 million due to the netted effect a \$7.4 million increase in Proposition 172 revenue and a \$0.6 million decrease in Operating Transfers from the Jail Stores Internal Service Fund and Inmate Welfare Fund due to fewer planned expenditures.
- Planned use of Fund Balance is proposed to decrease by \$8.6 million due to tightening budget projections resulting in less money being available for one-time uses.
- General Revenues are proposed to increase by \$1.1 million to offset the increased costs of Department operations.



Performance Measures	2003-04 Adopted	2003-04 Estimated Actual	2004-05 Proposed	2005-06 Proposed
Priority 1 & 2 Response Times:				
— Incorporated Response Times (Min.)	8.8	9.0	9.0	9.0
— Unincorporated Response Times (Min.)	12.6	12.8	12.8	12.8
— Rural Response Times (Min.)	18.5	21.0	20.8	20.6
Total Calls for Service	376,000	363,000	396,000	415,000
Number of Persons Screened for Weapons and other Contraband (in millions)	3.5	4.2 ¹	3.5	3.5
Number of Criminal Subpoenas and Civil Process Received for Service	125,000	118,000	118,000	118,000
Number of Prisoners Transported	203,000	208,000	208,000	208,000
Daily Average – Number of Inmates	4,900	4,939	5,100	5,300
Number of Jail Bookings	125,500	135,132	143,000	152,000

1 The number of persons screened increased due to new screening services provided in Fiscal Year 2003-04 at the County Administration Center.



Staffing by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Detention Services	1,811.50	1,805.50	(0.33)	1,805.50	0.00
Law Enforcement Services	1,390.00	1,329.00	(4.39)	1,329.00	0.00
Sheriff Court Services	468.00	467.00	(0.21)	467.00	0.00
Human Resources Services	162.75	153.00	(5.99)	153.00	0.00
Management Services	189.00	232.00	22.75	232.00	0.00
Sheriff's ISF / IT	7.00	9.00	28.57	9.00	0.00
Office of the Sheriff	15.00	15.00	0.00	15.00	0.00
Total	4,043.25	4,010.50	(0.81)	4,010.50	0.00

Budget by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Detention Services	\$ 150,556,632	\$ 166,598,231	10.65	\$ 170,643,932	2.43
Law Enforcement Services	148,295,465	146,295,333	(1.35)	145,500,203	(0.54)
Sheriff Court Services	41,073,896	44,734,954	8.91	45,571,311	1.87
Human Resources Services	14,039,925	15,079,260	7.40	15,770,399	4.58
Management Services	33,544,300	27,029,111	(19.42)	25,871,836	(4.28)
Sheriff's ISF / IT	40,824,165	37,889,023	(7.19)	38,138,696	0.66
Office of the Sheriff	2,314,975	2,275,552	(1.70)	2,295,744	0.89
Sheriff Asset Forfeiture Program	1,600,000	1,100,000	(31.25)	1,100,000	0.00
Sheriff Jail Stores ISF	2,875,700	4,645,200	61.53	3,645,200	(21.53)
Sheriff's Inmate Welfare Fund	6,956,800	5,277,000	(24.15)	4,777,000	(9.48)
Countywide 800 MHZ CSA's	848,340	848,340	0.00	848,340	0.00
Total	\$ 442,930,198	\$ 451,772,004	2.00	\$ 454,162,661	0.53



Budget by Categories of Expenditures

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 341,502,909	\$ 364,976,410	6.87	\$ 373,738,141	2.40
Services & Supplies	89,099,400	73,788,831	(17.18)	69,533,080	(5.77)
Other Charges	12,648,494	14,567,116	15.17	14,567,116	0.00
Capital Assets Equipment	3,283,978	639,387	(80.53)	200,000	(68.72)
Expenditure Transfer & Reimbursements	(7,389,283)	(6,965,340)	(5.74)	(7,141,276)	2.53
Operating Transfers Out	3,784,700	4,765,600	25.92	3,265,600	(31.48)
Total	\$ 442,930,198	\$ 451,772,004	2.00	\$ 454,162,661	0.53

Budget by Categories of Revenues

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Fund Balance	18,427,887	9,811,569	(46.76)	1,172,000	(88.05)
Licenses Permits & Franchises	181,000	233,500	29.01	233,500	0.00
Fines, Forfeitures & Penalties	5,976,080	8,838,585	47.90	8,838,585	0.00
Revenue From Use of Money & Property	6,262,595	7,432,595	18.68	7,412,595	(0.27)
Intergovernmental Revenues	28,468,233	35,254,987	23.84	34,051,564	(3.41)
Charges For Current Services	78,328,543	73,570,493	(6.07)	77,757,463	5.69
Miscellaneous Revenues	5,285,700	7,142,065	35.12	4,142,065	(42.00)
Other Financing Sources	141,608,090	149,959,346	5.90	155,876,449	3.95
General Revenue Allocation	158,392,070	159,528,864	0.72	164,678,440	3.23
Total	\$ 442,930,198	\$ 451,772,004	2.00	\$ 454,162,661	0.53



Alternate Public Defender



Department Description

The Department of Alternate Public Defender provides legal representation to indigent residents of San Diego County who have been charged with the commission of criminal offenses or are subject to a court petition affecting rights of family. Legal representation is provided in cases in which the Public Defender has declared a conflict or otherwise has been relieved as counsel. The Alternate Public Defender represents clients in all stages of the legal proceedings from appointment through conclusion of the case. The Alternate Public Defender is located throughout San Diego County and provides services at all San Diego Courts.

Mission Statement

To serve the citizens of the County of San Diego by providing competent and effective legal representation, pursuant to State and federal laws, to indigent persons for whom there exists the possibility of custody or loss of other substantial rights, including life and family.

2003-04 Accomplishments

Strategic Initiative – Kids

- Continued to advocate for families in litigation before the Dependency Court, policy groups and collaborative projects. These efforts have contributed towards a family reunification rate of 55% as reported by the courts.
- Successfully collaborated with courts and the Department of Child Support Services to streamline procedures and requirements relating to collection of past child support for parents falling within the dual jurisdiction of dependency and family support.
- Improved opportunities for children by participating in and providing input to the Juvenile Justice Commission and other roundtable committees affecting policies and procedures.

Strategic Initiative – The Environment

- Formulated and continued to implement plans to maximize efficiency for County vehicles by assessing and assigning vehicles to most needed sites throughout the county and ensuring regular maintenance per fleet schedule by email notification. Maximized fuel economy and reduced emissions by bundling offsite staff assignments geographically.

Strategic Initiative – Safe and Livable Communities

- Provided efficient and effective legal representation to citizens of San Diego County in approximately 2,700 criminal cases, 4,950 dependency cases and 1,150 delinquency cases. Completed two complex and voluminous death penalty cases resulting in life verdicts from jury trials. Accepted appointment on two other capital cases. Provided representation in 31 homicide or attempted homicide cases.
- Identified and presented all appropriate cases for processing through available drug and alcohol programs recognized through the adult and dependency court jurisdictions, such as Drug Court, Proposition 36, Substance Abuse Recovery Management System (SARMS) and other residential and outpatient rehabilitation programs.



Required Discipline – Continuous Improvement

- Achieved collaborative successes with criminal justice system partner agencies including the courts, Public Defender, District Attorney, Probation, Sheriff, resulting in processes to share data and enhance efficiency in case management, improve jail protocols, and address financial challenges arising from State and local budget limitations.
- Completed a full year of operation and system improvements to the recently implemented case management system in Adult Criminal and Delinquency. Provided training for 100% of new staff hires.
- Participated throughout the year through the Department Outreach Program to area law schools, colleges and high schools, designed to recruit volunteers and interns and/or provide information and education on issues and processes in criminal justice. Received approximately 12,000 volunteer hours this fiscal year from area interns.

2004-06 Objectives

The Alternate Public Defender will work with the courts, District Attorney, County Counsel, Health and Human Services, Probation, Public Defender and the community to:

Strategic Initiative – Kids

- Help families and parents obtain services and information designed to maximize opportunities for reunification of the family unit in matters requiring County intervention before the Dependency Court.
- Support families with children as they transition from welfare to work and seek self-sufficiency by promoting and achieving restitution pay downs to provide parents increased opportunities for gainful employment.

Strategic Initiative – Safe and Livable Communities

- Identify and promote services in all cases to address primary contributors to crime, such as substance abuse, truancy and anger management.

Required Discipline – Fiscal Stability

- Develop and implement internal protocols for continuous improvement in holding the State and individuals responsible for reimbursement for County services when required.
- Restructure processes and priorities to ensure departmental ability to provide services to its customers, in an environment of State and local budget challenges.

Required Discipline – Information Management

- Develop improved processes of the Department's case management system (Justice Case Activity Tracking System, or JCATS) to help organize and access case and service data for operational efficiency.

Required Discipline – Continuous Improvement

- Seek and maintain partnerships with educational and community organizations to facilitate a continuous source of volunteers and interns resulting in professional training of these young citizens, and costs savings to the County.

Changes from 2003-2004 Adopted

Due to budget reductions, the department services will be impacted. Caseloads will rise dramatically with the loss of 22% of the current staff. There may be delays in processing cases. Clients will not have the benefit of one lawyer from start to finish on their case. The routine handling of ancillary services such as post conviction motions for expungements of records or reductions, counseling witnesses at the request of the courts, school truancy representation, and child support collection assistance for parents in Dependency court will no longer be available.



Staffing

- Twenty-two staff years are proposed to be eliminated from adult criminal, delinquency, dependency and support staff in order to align departmental expenditures with available trial court revenues and General Purpose Revenue allocations.

Expenditures

- Expenditures are proposed to decrease by \$0.7 million. There is a proposed net reduction of \$0.3 million in Salaries and Benefits due to an increase in negotiated

labor contracts, offset by the reduction of 22.00 staff years. A proposed reduction of \$0.4 million in Services and Supplies is due to various savings in the department.

Revenue

- Intergovernmental Revenues are proposed to decrease by \$0.2 million. The decrease reflects trial court funding revenue reduction in Juvenile Dependency. General Revenue allocation is decreasing by \$0.7 million.



Alternate Public Defender

Performance Measures	2003-04 Adopted	2003-04 Estimated Actual	2004-05 Proposed	2005-06 Proposed
Provide Legal Representation for Criminal Cases	2,468	2,767	2,770	2,770
Provide Legal Representation for Dependency Cases ¹	7,490	4,950	5,000	5,000
Provide Legal Representation for Delinquency Cases ²	1,930	1,594	1,150	1,150
Provide Legal Representation for Capital Litigation Cases	2	2	2	2
Volunteer Hours ³	14,856	12,000	12,000	12,000
Percentage of clients directed to services available through participation in Prop 36 programs, Drug Court, or other Residential or Inpatient Rehabilitation services ⁴	N/A	N/A	N/A	20%
Percentage of clients who pay down restitution in welfare fraud cases to \$1,500 or less, thus enabling them to have their cases reduced from felony to misdemeanor ⁴	N/A	N/A	N/A	20%
Completed billings to state for all services reimbursable through state funds (including Dependency and correctional inmate cases) ⁴	N/A	N/A	90%	95%
Percentage of parents or grandparents in Dependency Court who successfully obtain orders of reunification with their children ⁴	N/A	N/A	55%	60%
Complete annual review and approval for emergency preparedness plans for business continuity and site evacuation procedures ⁴	N/A	N/A	2	2

¹ Dependency cases reflect a decrease due to (a) improved reporting and record keeping subsequent to the implementation of the Justice Court Activity Tracking System (JCATS), and (b) expedited family reunification and permanency due to a shorter period from detention to final decision.

² For Fiscal Year 2003-04 and Fiscal Year 2004-05 reductions in delinquency cases were observed as a result of District Attorney change in policy relating to truancy matters for children 16 years or older.

³ Volunteer hours for Fiscal Year 2003-04 and Fiscal Year 2004-05 reflect a decrease. Recruitment of social worker and paralegal interns were discontinued. Lead coordinators for these recruitments, including the Department's volunteer coordinator, left County service and the positions were not replaced.

⁴ These measures are new and will be tracked starting Fiscal Year 2005-06.



Staffing by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Administration	9.00	8.00	(11.11)	8.00	0.00
Juvenile Dependency	44.00	36.00	(18.18)	36.00	0.00
Juvenile Delinquency	9.00	7.00	(22.22)	7.00	0.00
Criminal Defense	40.00	29.00	(27.50)	29.00	0.00
Total	102.00	80.00	(21.57)	80.00	0.00

Budget by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Administration	\$ 1,086,288	\$ 1,091,702	0.50	\$ 1,105,434	1.26
Juvenile Dependency	5,113,170	5,174,511	1.20	5,453,295	5.39
Juvenile Delinquency	1,330,622	1,172,299	(11.90)	1,212,875	3.46
Criminal Defense	5,570,054	4,927,233	(11.54)	5,073,750	2.97
Total	\$ 13,100,134	\$ 12,365,745	(5.61)	\$ 12,845,354	3.88

Budget by Categories of Expenditures

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 9,978,423	\$ 9,697,636	(2.81)	\$ 10,193,427	5.11
Services & Supplies	3,121,711	2,668,109	(14.53)	2,651,927	(0.61)
Total	\$ 13,100,134	\$ 12,365,745	(5.61)	\$ 12,845,354	3.88

Budget by Categories of Revenues

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Fines, Forfeitures & Penalties	49,851	49,851	0.00	49,851	0.00
Intergovernmental Revenues	5,591,623	5,417,783	(3.11)	5,632,781	3.97
Miscellaneous Revenues	80,000	267,895	234.87	297,895	11.20
General Revenue Allocation	7,378,660	6,630,216	(10.14)	6,864,827	3.54
Total	\$ 13,100,134	\$ 12,365,745	(5.61)	\$ 12,845,354	3.88



Child Support Services



Department Description

The Department of Child Support Services (DCSS) is the local agency responsible for administering the federal and State Title IV-D child support program. The Department is governed by federal and State law with oversight by the California Department of Child Support Services. DCSS has an operating budget of approximately \$47.6 million funded by federal and State revenue. DCSS has 566 permanent staff and provides County residents with services such as establishing paternity, establishing and enforcing financial and medical support orders, and collecting and disbursing child support payments. DCSS has 136,000 open child support cases and collects approximately \$150 million in child support per year.

Mission Statement

To promote the well being of children and the self-sufficiency of families by providing child support assistance efficiently, effectively and professionally regardless of the custodial status or financial position of the children's parents. By establishing and enforcing child support orders, the Department of Child Support Services fosters a sense of parental responsibility that enhances the lives of San Diego County children.

2003-04 Accomplishments

Strategic Initiative - Kids

- On target to meet the goal of collecting \$152.5 million in child support.
- Disbursed child support collections to families within 48 hours of receipt.
- Reduced the amount of undistributed collections owed to a custodial parent from \$1.2 million to \$577,000, exceeding our goal of \$950,000.
- Exceeded the five federal performance measure standards in the federal Fiscal Year ending 9/30/03:
 - 97% paternity establishment percentage; federal standard 90%.

- 83% support order establishment percentage; federal standard 50%.
- 40.5% current support collection percentage; federal standard 40%.
- 54% arrears collection percentage; federal standard 40%.
- \$3.04 cost effectiveness ratio (amount collected per \$1 spent); federal standard \$2.00.
- Increased outreach efforts, which resulted in a 35% increase in non-welfare applications received.

Strategic Initiative - The Environment

- Implemented a paperless, Internet based child support billing statement in February 2004 to decrease the printing and mailing of statements.
- On target to implement an Electronic Funds Transfer (EFT) direct deposit system in May 2004 that will decrease the printing and mailing of warrants.
- Developed and implemented bar-coding technology to improve the processing of returned mail which reduces unnecessary or misdirected future mailings.
- Implemented a toner recycling program and continued the office-wide recycling program.



- Maintained County vehicles in good condition through regular maintenance.

Strategic Initiative - Safe and Livable Communities

- Twenty staff volunteered time for emergency operations during the fire disaster at the County Emergency Operations Center and at the Local Assistance Centers. One staff member was a full time coordinator for the Valley Center Local Assistance Center; other staff provided bi-lingual services for affected residents.
- Provided a list to the Public Safety Group (PSG) of bilingual staff that will provide services in 16 languages during County emergency operations.
- Developed and implemented a program with the Juvenile Court, Alternate Public Defender and Health and Human Services Agency (HHSA) to suspend child support enforcement activities during the reunification process.

Required Discipline – Skilled, Competent Workforce

- Created a Professional Growth and Development team to focus on employee development; including support of the PSG Administrative Academy, which completed two graduations.

Required Discipline – Customer Satisfaction

- Expanded functionality and service of Department's website in February 2004 by implementing an e-pay system for non-custodial parents to allow payment of child support with credit or debit cards.
- On target to achieve a 1 minute average speed of answer in the call center, where staff answer approximately 30,000 calls per month.

Required Discipline – Continuous Improvement

- Completed a five year Strategic Plan framework and a year one Action Plan.

2004-06 Objectives

Strategic Initiative - Kids

- Increase the amount of child support collections disbursed to families by 2% in Fiscal Year 2004-05 and Fiscal Year 2005-06.
- Disburse child support collections within 48 hours of receipt.
- Reduce the total amount of undistributed collections to 1% of total collections.
- Meet the five federal performance measure standards.
- Increase the number of non-welfare applications for services 10% annually by increasing public awareness and simplifying the application process.
- Reduce number of non-paying cases that owe current support to less than 45%.

Strategic Initiative - The Environment

- Increase functionality of the DCSS website to decrease paper and postage while providing better customer service.
- Maximize the use of video conferencing in lieu of travel for meetings.
- Follow document retention policy to increase recycling efforts.

Strategic Initiative - Safe and Livable Communities

- Establish health insurance orders in 80% of cases with current child support orders, ensuring that children have the opportunity to receive health insurance.
- Send out domestic violence questionnaire in all new cases and update the domestic violence indicator in appropriate cases.

Required Discipline – Customer Satisfaction

- Maintain a one-minute average speed of answer in the call center.



Changes from 2003-04 Adopted

Staffing

- The Department of Child Support Services had 790.00 approved staff years in the Fiscal Year 2003-04 Operational Plan. As a result of cuts in the Governor's Proposed Budget that reduce revenue for child support services in Fiscal Year 2004-05, 224.00 staff years are proposed to be eliminated to align spending with available revenue, decreasing the number of staff to 566.00 staff years.

Expenditures

- Expenditures are proposed to decrease by \$6.8 million. Salaries and Benefits are proposed to decrease by a net \$6.5 million due to the reduction in staff years offset by negotiated salary and benefit increases. Capital Assets Equipment expenditures are proposed to decrease by \$0.3 million due to one-time expenditures budgeted in the previous fiscal year.
- Proposed cost cutting measures are projected to have a further impact to decrease expenditures, such as decreasing leased space at the National Broadcasting

Company (NBC) and Southwestern Bell Corporation (SBC) buildings, implementing a vendor contract for printing and mailing services, eliminating paid overtime, terminating temporary staff, limiting travel to highest priority trips, and eliminating non-productive systems and communications equipment.

Revenue

- Charges for Current Services are proposed to decrease by \$2.9 million (Recovered Cost Revenue) as a result of the Governor's Proposed Budget eliminating the County share/incentive of welfare collections.
- Intergovernmental Revenues are proposed to decrease by \$4.9 million as a result of the State discontinuing the practice of not applying for the 66% federal matching revenue on behalf of counties who make qualifying child support expenditures.
- Miscellaneous Revenue has been adjusted upward from \$1,300 to \$15,000 due to increased collections for parking reimbursement and implementation of a recycled toner program.



Performance Measures	2003-04 Adopted	2003-04 Estimated Actual	2004-05 Proposed	2005-06 Proposed
Collections (in millions) ¹	\$152.5	\$152.5	N/A	N/A
Percent of Caseload with Court Orders ²	80%	83%	N/A	N/A
Percent of Cases Paying on Arrears ³	50%	50%	N/A	N/A
Percent of Current Support Collected (Federal performance measure #3)	41%	41%	41%	41%
Average Speed of Answer at Call Center	1.0 minute	1.0 minute	1.0 minute	1.0 minute
Collections disbursed to families (in millions) ⁴	N/A	\$88.4	\$90.1	\$91.9
Percent of undistributed collections ⁵	N/A	1.2%	1.0%	1.0%
Number of non-welfare applications received ⁶	N/A	4000	4400	4840

¹ Total collections will not be a performance measure in 2004-06 because the Department focus will be on collections to San Diego County families rather than collections for welfare recoupment or for other states.

² The percent of caseload with court orders will not be a performance measure in 2004-06 because it is well above the federal standard of 50%.

³ The percent of cases paying on arrears will not be a performance measure in 2004-06 because it is above the federal standard of 40%.

⁴ This new performance measure reflects the Department's focus on increasing collections to families, rather than total collections which includes welfare recoupment for the State and money disbursed to other jurisdictions.

⁵ This new performance measure reflects the importance of effectively disbursing child support collections and minimizing those collections that cannot be disbursed. This was previously an objective but not a performance measure.

⁶ This new performance measure is focused on the Department's effort to educate residents of the free services that are provided to those families who are not receiving public assistance.



Child Support Services

Staffing by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Public Relations	6.00	5.00	(16.67)	5.00	0.00
Production Operations	705.00	495.00	(29.79)	495.00	0.00
Staff Development Division	26.00	22.00	(15.38)	22.00	0.00
Quality Assurance	3.00	2.00	(33.33)	2.00	0.00
Administrative Services (Child Support)	32.00	24.00	(25.00)	24.00	0.00
Recurring Maintenance and Operations	9.00	10.00	11.11	10.00	0.00
Help Desk Support	9.00	8.00	(11.11)	8.00	0.00
Total	790.00	566.00	(28.35)	566.00	0.00

Budget by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Public Relations	\$ 437,504	\$ 395,868	(9.52)	\$ 411,918	4.05
Production Operations	47,094,273	41,094,501	(12.74)	40,975,770	(0.29)
Staff Development Division	1,792,552	1,595,670	(10.98)	1,667,138	4.48
Quality Assurance	245,211	196,109	(20.02)	202,554	3.29
Administrative Services (Child Support)	2,770,440	2,133,822	(22.98)	2,220,618	4.07
Recurring Maintenance and Operations	1,538,976	1,636,459	6.33	1,574,083	(3.81)
Maintenance and Operations	12,200	—	(100.00)	—	0.00
Help Desk Support	555,657	605,484	8.97	605,832	0.06
Total	\$ 54,446,813	\$ 47,657,913	(12.47)	\$ 47,657,913	0.00

Budget by Categories of Expenditures

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 45,230,372	\$ 38,713,694	(14.41)	\$ 40,902,285	5.65
Services & Supplies	8,812,441	8,810,654	(0.02)	6,755,628	(23.32)
Capital Assets Equipment	404,000	133,565	(66.94)	—	(100.00)
Total	\$ 54,446,813	\$ 47,657,913	(12.47)	\$ 47,657,913	0.00

Child Support Services



Budget by Categories of Revenues

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Intergovernmental Revenues	52,544,513	47,639,913	(9.33)	47,639,913	0.00
Charges For Current Services	2,901,000	3,000	(99.90)	3,000	0.00
Miscellaneous Revenues	1,300	15,000	1,053.85	15,000	0.00
General Revenue Allocation	(1,000,000)	—	(100.00)	—	0.00
Total	\$ 54,446,813	\$ 47,657,913	(12.47)	\$ 47,657,913	0.00

Citizens' Law Enforcement Review Board



Department Description

The Review Board was established by Charter amendment for the purpose of receiving and investigating complaints of misconduct by peace officers and custodial officers employed by the County in the Sheriff's or Probation Departments. The Review Board is also able to investigate, without a complaint, the death of any person while in the custody of, or in connection with, the actions of officers employed by the Sheriff's or Probation Departments. The Review Board issues monthly workload updates, and publishes a more comprehensive annual report which is widely distributed and is available on the Citizens' Law Enforcement Review Board (CLERB) website (www.sdcounty.ca.gov/clerb).

Mission Statement

To increase public confidence in government and the accountability of law enforcement through the investigation and reporting of citizen complaints filed against peace officers or custodial officers employed by the County in the Sheriff's or Probation Departments which allege improper conduct by the officers, or which allege policy or procedural violations.

2003-04 Accomplishments

Strategic Initiative – Kids

- Received six new complaints regarding Probation Department juvenile services or detention and closed three cases. (Complaints against the Probation Department make up only a small fraction of the total complaints received.)

Strategic Initiative – The Environment

- Moved our offices to a County-owned building closer to the County Administration Center and the San Diego Central Jail, from where a large portion of our complaints arise. By making this move, we are able to conserve supplies and other resources, including power and water.

Strategic Initiative – Safe and Livable Communities

- In conjunction with our basic mission of maintaining public accountability of peace officers employed by both the Sheriff's Department and the Probation Department, received 168 new complaints and processed 194 cases for closure. Of the cases closed, 45 were *Procedurally Closed* by staff for lack of a signature under penalty of perjury; 50 cases were approved for *Summary Dismissal* after failing to meet full investigation standards criteria; and 99 cases were fully investigated and the findings approved by the Review Board.

2004-06 Objectives

Strategic Initiative – Kids

- Ensure that CLERB services are available to juveniles and the parents of juveniles who may have the occasion to make complaints against peace officers employed by both the Sheriff and Probation Department.
- Work closely with Probation Department staff to ensure that policies affecting juveniles are properly implemented and /or followed.



Strategic Initiative – The Environment

- Monitor consumption of supplies and resources to include utilities; constantly seek to conserve where possible
- To the extent possible, share energy saving information with other non-government tenants of our small building to make a positive impact on utility conservation.

Strategic Initiative – Safe and Livable Communities

- Continue our basic mission of maintaining public accountability of peace officers employed by both the Sheriff's Department and the Probation Department, thereby promoting safer communities through a higher degree of professionalism in law enforcement. Work towards enhancing the support and collaboration between the Review Board and County law enforcement in order to facilitate the exchange of information and lead to a more timely resolution of citizen complaints.

Changes from 2003-04 Adopted

Staffing

- There are no proposed changes to staffing levels.

Expenditures

- Increases to Salaries & Employee Benefits are due to negotiated labor contracts. The Services & Supplies budget is proposed to be reduced by \$8,981 for Fiscal Year 2004-05, and by \$9,216 for Fiscal Year 2005-06 using various cost cutting measures.

Revenues

- CLERB is not a "revenue generating" department, however, certain State-mandated services have been identified for claims and eventual reimbursement (over \$400,000 is currently owed by State).



Performance Measures	2003-04 Adopted	2003-04 Estimated Actual	2004-05 Proposed	2005-06 Projected
Receive & Process New Complaints	150+	168	150+	150+
Conduct Staff Investigations on Pending & New Complaints	150+	194	150+	150+
Provide Monthly Early Warning Reports	12	12	12	12
Hold or Attend At Least One Community Based Meeting Per Quarter	4	5	4	4



Staffing by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
LawEnforcementReviewBoard	4.00	4.00	0.00	4.00	0.00
Total	4.00	4.00	0.00	4.00	0.00

Budget by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
LawEnforcementReviewBoard	\$ 493,102	\$ 507,280	2.88	\$ 490,425	(3.32)
Total	\$ 493,102	\$ 507,280	2.88	\$ 490,425	(3.32)

Budget by Categories of Expenditures

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 371,308	\$ 395,955	6.64	\$ 390,448	(1.39)
Services & Supplies	121,794	111,325	(8.60)	99,977	(10.19)
Total	\$ 493,102	\$ 507,280	2.88	\$ 490,425	(3.32)

Budget by Categories of Revenues

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Fund Balance	34,304	33,615	(2.01)	—	(100.00)
General Revenue Allocation	458,798	473,665	3.24	490,425	3.54
Total	\$ 493,102	\$ 507,280	2.88	\$ 490,425	(3.32)

Office of Emergency Services



Department Description

The Office of Emergency Services (OES) coordinates the overall County response to disasters. OES is responsible for 1) alerting and notifying appropriate agencies when disaster strikes; 2) coordinating all agencies that respond; 3) ensuring resources are available and mobilized in times of disaster; 4) developing plans and procedures for response to and recovery from disasters; and 5) developing and providing preparedness materials for the public. OES staffs the Operational Area Emergency Operations Center and also acts as staff to the Unified Disaster Council (UDC), a joint powers agreement between all 18 cities and the County of San Diego. The UDC provides for the coordination of plans and programs countywide to ensure protection of life and property.

Mission Statement

To coordinate San Diego County's response to disasters.

2003-04 Accomplishments

Strategic Initiative - Kids

- Completed Terrorism Public Education Campaign modules 4-5 (Chemical Weapons and Conventional Acts of Terrorism) and placed on County and OES websites by December 2003.
- Attended Juvenile Firesetter Conference and assisted Burn Institute in conducting workshops before 300 participants.
- Assisted County Office of Education in applying for a grant, which was received to develop plans and procedures for safe schools.

Strategic Initiative – The Environment

- Utilized federal grant funds and developed the Multi Jurisdictional Hazard Mitigation Plan to assess Countywide hazards and identify mitigation measures. Conducted 16 public workshops and forums throughout the County, which were attended by 250 working group members and the public.

- Assisted Department of Agriculture Weights and Measures in developing proclamations and interacting with the State Office of Emergency Services and State Department of Health regarding the impact of Bark Beetle Infestation, Newcastle Disease, and Mexican Fruit Fly on San Diego County farmers, ranchers, and landowners.

Strategic Initiative – Safe and Livable Communities

- Developed training for County departments on their responsibilities under the County of San Diego Emergency Operations Plan and conducted an exercise for County departments to test County emergency response procedures.
- Assisted each of the County organizational Groups with the development of Business Continuity Plans for County operations.
- Trained ten Train-the-Trainers and fifteen instructor trainers and established five Citizen Emergency Response Teams (CERT).
- Established a Citizen Corps Council to direct all Community Emergency Response Team (CERT) grant activities in San Diego County.



- Conducted and passed two graded Nuclear Power Plant Exercises for Plume Phase and Reception and Decontamination.
- Utilized federal anti-terrorism grant funds to develop a Countywide terrorism exercise program.
- Acquired and installed E Team, new crisis management software, in the County Emergency Operations Center.
- Administered over \$3 million Federal Terrorism grant funds to County departments, fire protection districts and 18 unincorporated cities to provide protection equipment to respond to terrorist incidents.
- Activated the County's Emergency Operations Center to coordinate the response to Firestorm 2003.
- Participated in a US Coast Guard Spill of National Significance Oil Spill Exercise with the State of California, US Navy, Los Angeles/Long Beach Harbor, and Mexican Federal Agencies.

2004-06 Objectives

Strategic Initiative - Kids

- Develop public education campaign in cooperation with County Board of Education, schools, and libraries to improve terrorism awareness.

Strategic Initiative – The Environment

- Seek funding to implement measures in the unincorporated areas of the County identified in the countywide Hazard Mitigation Plan.
- Revise the Countywide Oil Spill Contingency Plan by December 2004.

Strategic Initiative – Safe and Livable Communities

- Strengthen the County's ability to respond to an emergency by developing a three-year countywide Homeland Security Exercise Program by October 2004. Assist cities and special districts in developing and conducting exercises.

- Assist communities in the unincorporated areas of the County in the development of evacuation/emergency plans.
- Work with San Diego County law enforcement and fire services agencies to develop protocols and procedures to use automated community notification system to alert County residents of emergency situations.

Changes From 2003-04 Adopted

Staffing

Two staff years are proposed to be added to assist in Homeland Security planning, training and exercises to be funded by additional Federal Terrorism grants.

Expenditure

The net expenditure reduction of \$126,426 proposed for Fiscal Year 2004-05 is a combined result of:

- An increase of \$0.3 million in Salaries and Benefits due to negotiated salary and benefit agreements and the addition of 2.00 staff years.
- The reduction of \$0.4 million in Services and Supplies due to the elimination of costs associated with the Hazard Mitigation Plan; increased Internal Service Fund (ISF) costs; and transfer of costs from Services and Supplies to Other Charges.
- The net reduction of \$25,000 in Other Charges due to reduced appropriation of \$0.2 million for allocation to the Fire Protection Districts for fire capital improvement needs and transfer of costs from Services and Supplies to Other Charges.
- The reduction of \$10,000 in Capital Asset Equipment due to elimination of costs associated with the purchase of a Portal Monitor.

Revenue

The net revenue reduction of \$0.13 million for Fiscal Year 2004-05 is a combined result of:



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- An increase in Intergovernmental Revenue of \$0.05 million is due to increased revenue from Emergency Management Program Grant and San Onofre Nuclear Generating Station Grant.
 - A reduction of \$0.2 million in planned use of Fund Balance is associated with the reduced appropriations for fire capital improvement needs in the Fire Protection Districts.
 - An increase in the General Purpose Revenue allocation of \$0.02 million.



Performance Measures	2003-04 Adopted	2003-04 Estimated Actual	2004-05 Proposed	2005-06 Proposed
County staff trained on San Onofre Operations Plan ¹	20	40	40	0
Nuclear Power Plant graded exercises conducted for plume phase scenario ¹	1	1	1	0
Emergency Operations Center staff trained on functions and roles in the Emergency Operations Center	20	30	30	30
Percentage of San Diego County schools to receive information in improving terrorism awareness ²	N/A	N/A	50%	50%
Cities and special districts assisted in developing and conducting Homeland Security exercises ²	N/A	N/A	6	3
Communities assisted in the development of evacuation/emergency plans ²	N/A	N/A	10	10
Private residences involved in the pilot test of the community notification system ²	N/A	N/A	50	100
Operational Area Emergency Plan Training Workshops conducted for county and local city personnel ³	1	1	N/A	N/A
100% of Public Education Terrorism modules completed by December 2003 ³	2	2	N/A	N/A

¹ Graded Plume Phase exercises are normally conducted every other year. Due to scheduled power plant maintenance at San Onofre, the graded exercise normally scheduled for November 2005 (Fiscal Year 2005-06) has been moved up to April 2005 (Fiscal Year 2004-05).

² New Performance Measure for Fiscal Year 2004-06.

³ Performance Measure completed.



Staffing by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Emergency Services	10.00	12.00	20.00	12.00	0.00
Total	10.00	12.00	20.00	12.00	0.00

Budget by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Emergency Services	\$ 2,285,871	\$ 2,159,350	(5.53)	\$ 2,189,967	1.42
Total	\$ 2,285,871	\$ 2,159,350	(5.53)	\$ 2,189,967	1.42

Budget by Categories of Expenditures

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 987,384	\$ 1,298,568	31.52	\$ 1,318,917	1.57
Services & Supplies	878,537	475,991	(45.82)	486,259	2.16
Other Charges	409,950	384,791	(6.14)	384,791	0.00
Capital Assets Equipment	10,000	—	(100.00)	—	0.00
Total	\$ 2,285,871	\$ 2,159,350	(5.53)	\$ 2,189,967	1.42

Budget by Categories of Revenues

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Fund Balance	440,000	239,905	(45.48)	—	(100.00)
Intergovernmental Revenues	1,170,196	1,226,967	4.85	1,480,415	20.66
Charges For Current Services	209,950	209,950	0.00	209,950	0.00
General Revenue Allocation	465,725	482,528	3.61	499,602	3.54
Total	\$ 2,285,871	\$ 2,159,350	(5.53)	\$ 2,189,967	1.42



Medical Examiner



Department Description

Mandated by the State of California Coroner's Statutes and the County's Board of Supervisors, the Medical Examiner Department provides forensic death investigation services to the people of San Diego County. To execute its mission the Department is comprised of a permanent staff of forensic pathologists, forensic autopsy assistants, forensic toxicologists, field death investigators, and administrative personnel. The Department contracts for some services not performed by its staff, e.g. decedent transportation and professional forensic anthropology, neuropathology, and odontology services as well as clinical laboratory services from the County Public Health Department, Children's Hospital and University of California San Diego (UCSD) as well as national reference laboratories as needed. The Department has jurisdiction over approximately 51% of reported deaths in the County annually.

Mission Statement

Investigate and determine the cause of death in all homicides, suicides, accidental deaths, sudden unexpected deaths, infectious and communicable disease deaths, environmentally-related deaths, deaths from occupational diseases or hazards, and deaths due to apparent natural causes in which the decedent was not seen by a physician within 20 days prior to death or in which the physician cannot determine the cause of death.

2003-04 Accomplishments

Strategic Initiative – Kids

- Continued to support and participate actively in community organizations such as the Methamphetamine Strike Force and the San Diego County Child Fatality Committee.
- Supported Public Safety Group diversity initiatives involving student workers and high school outreach programs.

Strategic Initiative – Safe and Livable Communities

- Reviewed circumstances surrounding 10,511 deaths referred to the Medical Examiner
- Investigated circumstances of 4,937 deaths, established a cause of death and determined if a crime was committed; performed autopsies in 3,918 cases, and performed toxicology testing in 3,774 cases.
- Achieved continuous improvement in productivity and service to customers (families, law enforcement agencies, prosecutors and defense counsel, mortuaries) by meeting stated performance standards
- Provided notification to decedents' families in 92% of cases (4,542)
- Facilitated funeral services for families by making bodies ready for release within seven days.
- Facilitated receipt of benefits by families by completing 70% (3,456) of final death certificates within 14 days and 100% (4,937) within 90 days.



- Continued to support and participate actively in community organizations such as the Domestic Violence and Elder Abuse Death Review Teams and the Medical Audit Committee for Trauma System.
- Provided mechanism for clinical forensic consultation to local law enforcement through coordinated funded activity and Memorandum of Agreement with the District Attorney's Office.
- Provided mechanisms for Medical Examiner Department involvement in joint regional narcotic task forces involving pharmaceutical prescription abuse, elder abuse, and drug dependency.

Required Discipline - Regional Leadership

- Provided mechanism for careers in forensic science through Memorandums of Agreement with academic institutions providing degrees in forensic sciences through volunteer programs, thereby developing a reserve component concept and internship program.
- Continued to operate in accordance with the National Association of Medical Examiners standards. Achieved continuing accreditation as an American College of Graduate Medical Education training facility for forensic pathology residents.
- Continued collaborations with Stanley Medical Research Institute, San Diego Eyebank, LifeSharing/UCSD, San Diego Sheriff's Crime Laboratory-Sexual Assault Investigations, NIDA/ARI Drugs, Alcohol and Driving Project, California Department of Justice, Bureau of Narcotic Enforcement-San Diego Regional Task Force, California Bureau of Medi-Cal Fraud & Elder Abuse, San Diego Trauma Advisory Council, John and Jane Doe Identifications, Abandoned Body Administration and Proficiency Testing-CAT, ASCP, CAP.

Required Discipline - Information Management

- Worked to achieve successful deployment of the various component applications in conjunction with the County's transition to an Enterprise Resource Planning (ERP) system.
- Continued to explore feasibility of telemedicine technology for enhanced field and mass disaster incidents and more efficient scene investigations.

Required Discipline - Continuous Improvement

- Continued the planning process for a new, state-of-the-art facility to accommodate the Department's needs through the year 2030 exploring alternative funding mechanisms.
- Continued to make workplace safety a key issue with personal protective equipment, appropriate education and training, and utilization of ergonomic workstations.

2004-06 Objectives

Strategic Initiative – Kids

- Continue to support and participate actively in community organizations such as the Methamphetamine Strike Force and San Diego County Child Fatality Committee.
- Liaise with the State of California and Children's Hospital and Health Center in the development and implementation of comprehensive investigative and pathological criteria in Sudden Infant Death Syndrome (SIDS) deaths.
- Investigate every child abuse death to assess triggering events, biomechanics of trauma, and quality of care.
- Participate in regular Morbidity and Mortality conferences, seminars, and outreach programs.
- Assess drug prevalence and risks involved in motor vehicle fatalities, many of which involve minors, through an active Memorandum of Agreement with the Drugs, Alcohol, and Driving Project (DAAD).



- Facilitate tours of the Medical Examiner's Office for youths and representatives from their sponsoring agencies with a focus on prevention.
 - Provide education seminars to organized youth programs including schools, clubs, and juvenile detention centers.
 - Identify deaths related to obesity, asthma, diabetes, undiagnosed congenital defects, in which steroid use played a contributory role, in an attempt to expand the limited reference material. Also, conduct toxicological testing for drugs in pediatric death and non-death cases.
 - Identify and analyze childhood accidental deaths that remain the leading cause of death in this age group.
 - Participate in the Study of Childhood Drowning sponsored by the National Institute of Child Health and Human Development (NICHD) and Westat.
- Strategic Initiative – The Environment**
- Support Public Safety Group action plan to ensure the cleanup of human trauma waste on public property within the County.
 - Facilitate the initiation of biohazardous waste removal at death scenes.
 - Continue to train and implement comprehensive blood-borne biohazardous waste confinement.
 - Collaborate with County Veterinarian staff in all fatalities on sentinel cases affecting public health and safety.
 - Liaise with the County Public Health Department in the tracking of deaths in which infectious disease is identified.
- Strategic Initiative – Safe and Livable Communities**
- Review circumstances surrounding 21,022 deaths referred to the Medical Examiner over the next two fiscal years
 - Investigate circumstances of 4,937 deaths, establish a cause of death and determine if a crime was committed; perform autopsies in 3,918 cases; and perform toxicology testing in 3,774 cases over the next two fiscal years.
 - Achieve continuous improvement in productivity and service to customers, by meeting stated performance standards.
 - Provide notification to decedents' families in 92% of cases.
 - Facilitate funeral services for families by making bodies ready for release within the stated performance standards.
 - Facilitate receipt of benefits by families by completing final death certificates within the stated performance standards.
 - Continue to support and participate actively in community organizations
 - Continue the planning process for a new, state-of-the-art facility to accommodate the Department's needs through the year 2030.
 - Continue to operate in accordance with the National Association of Medical Examiners standards.
 - Assess all deaths in which the decedent had schizophrenia or bipolar disorders to determine the suitability of brain donation through the Stanley Foundation.
 - Participate in the Federal Medical Examiners and Coroners Alert Project (MECAP) and in the Drug Abuse Warning Network (DAWN).
 - Support and enhance opportunities for tissue donation.
 - Collaborate with Public Health on all reported infectious and communicable diseases, Poison Center on all toxicology cases, Environmental Health on sentinel cases affecting public health and safety, County



Mortuary and Funeral Directors on issues of mutual interest, and State and local occupational safety and health agencies in all employment-related deaths.

- Participate in mass fatality incident planning, training, response, and recovery exercises locally and regionally.
- Identify pharmaceutical drug abuse involving pharmacists, physicians, and other healthcare providers in liaison with the Joint Task Force for Pharmaceutical Abuse.
- Track reported cases of elder abuse, therapeutic misadventures and other patient safety issues.

Changes from 2003-04 Adopted

Staffing

- Staff years are proposed to increase by 1.00. Full cost anticipated at \$73,468, offset by additional revenue in the amount of \$250,00 obtained through Memorandum of Agreements with the Stanley Foundation and Vermont Alcohol Research.

Expenditure

- The expenditure increase of \$329,662 for Fiscal Year 2004-05, and \$546,790 for Fiscal Year 2005-06 are attributed to the cost of one additional staff year and contractual Salaries and Benefits increase, and the increase in Internal Service Fund transactions and projected cost increases for Services and Supplies, including cost increases for removal services.

Revenue

- The revenue increase of \$329,662 for Fiscal Year 2004-05 and \$546,790 for Fiscal Year 2005-06 are attributed to the Memorandum of Agreements from the Stanley Foundation (\$170,000 Fiscal Year 2004-05, \$180,000 Fiscal Year 2005-06) the Vermont Alcohol Research Institute (\$80,000 Fiscal Year 2004-05 and Fiscal Year 2005-06), and projected increased fees based on new fee schedules, including cost recovery of fees for removal services.



Performance Measures	2003-04 Adopted	2003-04 Estimated Actual	2004-05 Proposed	2005-06 Proposed
Bodies made ready for release on time	100.0%	100.0%	100.0%	100.0%
Final Death Certificates completed on time	98.4%	98.4%	99.2%	99.2%
Investigative Reports completed on time	96.4%	96.4%	97.3%	97.3%
Toxicology Reports completed on time	100.0%	100.0%	100.0%	100.0%
Examination Reports completed on time	96.4%	96.4%	97.6%	97.6%



Staffing by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Decedent Investigations	50.00	51.00	2.00	51.00	0.00
Total	50.00	51.00	2.00	51.00	0.00

Budget by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Decedent Investigations	\$ 6,362,255	\$ 6,691,917	5.18	\$ 6,909,045	3.24
Total	\$ 6,362,255	\$ 6,691,917	5.18	\$ 6,909,045	3.24

Budget by Categories of Expenditures

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 5,139,171	\$ 5,429,354	5.65	\$ 5,601,744	3.18
Services & Supplies	1,223,084	1,262,563	3.23	1,307,301	3.54
Total	\$ 6,362,255	\$ 6,691,917	5.18	\$ 6,909,045	3.24

Budget by Categories of Revenues

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Fund Balance	81,159	—	(100.00)	—	0.00
Charges For Current Services	551,734	868,064	57.33	880,678	1.45
Miscellaneous Revenues	42,960	44,220	2.93	44,220	0.00
General Revenue Allocation	5,686,402	5,779,633	1.64	5,984,147	3.54
Total	\$ 6,362,255	\$ 6,691,917	5.18	\$ 6,909,045	3.24

Probation Department



Department Description

The Probation Department provides detention for delinquent juveniles in Juvenile Hall, treatment and custody for juvenile wards in minimum-security facilities, as well as investigation and supervision services for juvenile and adult offenders as ordered by the San Diego Superior Court. The Department has developed a wide variety of community outreach prevention programs to strengthen families, suppress gang activity, and address alcohol and drug abuse as it contributes to criminal activity. These programs, created in collaboration with courts, law enforcement, health agencies, schools, social service agencies, and other community-based organizations are located throughout San Diego County.

Mission Statement

Promote the health and safety of our neighborhoods by enhancing judicial decision-making through assessment of offender risks and needs, enforcing court sanctions, providing safe detention and treatment facilities, engaging in crime prevention partnerships, moving probationers to lawful self sufficiency, and supporting the rights of victims.

2003-04 Accomplishments

Strategic Initiative – Kids

- Completed the East Mesa Juvenile Detention Facility construction project and established a multi-disciplinary transition team. The Detention facility opens for operations June 25, 2004.
- Strengthened the links between the Juvenile Correctional System and Children's Mental Health Services. Continued collaboration with the Health and Human Services Agency for adequate resources and services at all Probation detention and correctional institutions.
- Collaborated with County Office of Education and Lindamood-Bell Learning Processes Center at Juvenile Ranch Facility and Camp Barrett to provide a literacy program to all appropriate wards based upon their individual needs.
- Provided health information packets to all parents at intake or supervision interviews to encourage healthy behavior and addressed children's health issues.
- Enhanced Gang Suppression Unit and Community Response Officers Program collaboration with school districts to provide assistance as needed on issues regarding school violence and healthy campuses.
- Improved opportunities for children by providing proper assessment and supervision services to offenders who are parents, thereby providing protection to families through violence-free and drug-free homes. Developed and implemented a cross system protocol for handling Teen Relationship Violence cases between Probation, law enforcement, District Attorney, and other partners.
- CD-ROM Community Forums – Developed a community education curriculum for reducing the risk of sexual offending and made the curriculum available as a Compact Disk-Read Only Memory (CD-ROM) to all San Diego County school districts.



Strategic Initiative – The Environment

- Promoted a natural resource management strategy that ensures environmental preservation, quality of life, and economic development. Work Project participants, working on court ordered public service crews, provided services at a reasonable cost to the State and local agencies.
- Promoted telecommuting by Probation Officers, thereby reducing pollution and easing traffic congestion.
- Continued the utilization of work crews from Camp Barrett and the Juvenile Ranch Facility to enhance the environment.

Strategic Initiative – Safe and Livable Communities

- Helped build safer communities by providing supervision services to 21,000 adult and 3,500 juvenile probationers in the community, ensuring their compliance with court orders, and making appropriate sentencing recommendations for the Court.
- Completed development and implementation on a new Probation Caseload Management System. Institutions and Juvenile Field Services went live December 2003. Adult go-live is scheduled for May 2004. The Internet based system is far more efficient and also provides for wireless connectivity.
- Developed services and programs that improved the safety of our communities. Implemented written standards for supervision of sex offenders in conjunction with the Center for Sex Offender Management grant. The standards were established in collaboration with regional law enforcement and treatment agencies and were adopted as the regional standard.
- Probation is the lead agency in collaboration with the Sheriff, District Attorney, and Police Chiefs throughout San Diego County to fund and develop a plan for a regional sex offender registration system that would enhance the accuracy of sex offender information and

improve the sharing of this information with the California registration system. Scheduled completion is late 2004.

- Collaborated with the Juvenile Court Presiding Judge and San Diego County Schools to fund and implement the Foster Care Youth Information System to assure that accurate and timely healthcare, education, and placement information is available on Foster Care Youth.
- Improved the secure environment at Camp Barrett and the Juvenile Ranch Facility by developing a task force to assess absent without leave (AWOL) risks from juveniles detained at these correctional facilities. Strategies implemented have reduced AWOLs by 40% at Juvenile Ranch Facility and 75% at Camp Barrett.
- Ensured that at least 85% of the intensively supervised, high risk adult offenders were employed or attended school/training thus improving the likelihood of victim restitution payments and court costs.
- Collaborated with school districts to provide assistance to achieve safe and healthy campuses through effective use of Truancy Officers and Community Assessment Team (CAT) officers.
- Coordinated with Drug Court Steering Committee to implement an Aftercare component to the Juvenile Drug Court Program.
- Continued to increase Community Response Officers Program (CROP) collaboration with the Warrant Bank to identify wards with warrants and to conduct arrests. The implementation of the Probation Caseload Management System allows staff in the field real-time wireless access to criminal offender information.
- Continued participation of the Gang Suppression Unit (GSU) and Jurisdictions United for Drug and Gang Enforcement (JUDGE) units in multi-agency sweeps.



These activities included participation in gang suppression activities in Mission Beach in response to gang related shootings last summer.

- In collaboration with law enforcement and the District Attorney, participated in Computer And Technology Crime High Tech Response Team (CATCH-ID), a team dedicated to identifying and prosecuting technology crimes.
- Participated on the Regional Auto Theft Task Force (RATT), a collaborative with law enforcement dedicated to the identification and prosecution of auto theft cases.
- Supported the Methamphetamine Strike Force and the Bi-National "Operation Speed Bump" designed to get Methamphetamine users into treatment and Methamphetamine traffickers off the streets.
- Continually upgraded departmental emergency services to ensure appropriate response to any emergency. Automatic Defibrillators were installed at all Department facilities.
- Successfully participated in providing emergency services, such as evacuation assistance and serving notice to North County residents, to the community during Firestorm 2003.
- In the annual review of overhead support, the successful implementation of PeopleSoft and Oracle Financials has allow the Department as part of the proposed budget to eliminate and re-invest in core, line staff services, eleven (11) positions.

2004-06 Objectives

Despite the reduction in staff years and reduced service delivery levels, the Probation Department will continue to provide mandated services without interruptions.

Strategic Initiative – Kids

- Continue to monitor the opening of the East Mesa Juvenile Detention Facility and ensure the safe and secure operation of the new Detention facility.
- Continue to strengthen the links between the Juvenile Correctional System and Children's Mental Health Services. Continue collaboration with Health and Human Services Agency for adequate resources and services at all Probation detention and correctional institutions.
- Continue to collaborate with County Office of Education and Lindamood-Bell Learning Processes Center at Juvenile Ranch Facility to provide a literacy program to all appropriate wards based upon their individual needs.
- Continue to provide health information packets to all parents at intake or supervision interviews to encourage healthy behavior and address children's health issues.
- Maintain the multi-disciplinary task force to address and work to prevent the harmful effects of youths' exposure to violence.
- Continue to enhance Gang Suppression Unit and Community Response Officers Program collaboration with school districts to provide assistance as needed on issues regarding school violence and healthy campuses.
- Continue to improve opportunities for children by providing proper assessment and supervision services to offenders who are parents, thereby providing protection, violence-free and drug-free homes.
- Continue to distribute a community education curriculum for reducing the risk of sexual offending by providing an informational CD-ROM to all San Diego County school districts.



Strategic Initiative – The Environment

- Continue to promote natural resource management strategies that ensure environmental preservation, quality of life, and economic development. Work Project participants working on court ordered public service crews will provide services at a reasonable cost to State and local agencies.
- Continue to promote telecommuting by Probation Officers, thereby reducing pollution and easing traffic congestion.
- Continue the utilization of work crews from the Juvenile Ranch Facility to enhance the environment when appropriate.

Strategic Initiative – Safe and Livable Communities

- Continue to help to build safer communities by supervising adult and juvenile probationers in the community, reducing incarceration costs, ensuring their compliance with court orders, and making appropriate sentencing recommendations for the Court.
- Continue to develop services and programs that improve the safety of our communities. Continue to implement written standards for supervision of sex offenders in conjunction with the Center for Sex Offender Management grant and ensure the successful implementation of the sex offender registration program.
- Ensure that at least 80% of high-risk adult offenders are employed or are attending school/training.
- Continue to collaborate with school districts to provide assistance to achieve safe and healthy campuses through effective use of Truancy Officers and Community Assessment Team officers.
- Continue to increase Community Response Officers Program collaboration with the Warrant Bank to identify wards with warrants and conduct arrests.

- Continue participation of the Gang Suppression Units and Jurisdictions United for Drug and Gang Enforcement units in multi-agency sweeps.
- Continue collaboration with law enforcement and the District Attorney; participate in CATCH-ID, a team dedicated to identifying and prosecuting identity theft cases.
- Continue to participate on the Regional Auto Theft Task Force, a collaborative with law enforcement dedicated to the identification and prosecution of auto theft cases.
- Continually upgrade departmental emergency services to ensure appropriate response to any emergency.

Changes from 2003-04 Adopted

Staffing

- Permanent staffing is proposed to decrease by a net 288.75 staff years.
- The unavailability of General Purpose Revenues has resulted in Institutional Services being reduced by 241.25 staff years. Kearny Mesa Juvenile Detention Facility (KMJDF) will operate one unit with 30 beds, and a booking and custodial care center for wards transported to the facility for court hearings. The East Mesa Juvenile Detention Facility is scheduled to open on June 25, 2004 and will have a capacity for 380 pre- and post-adjudicated juveniles. The impact of closing a majority of the KMJDF results in the loss of 95 detention beds. Camp Barrett, a 144-bed minimum-security facility designed as an alternative to placement in California Youth Authority for juvenile male felons, would operate only one dorm with 48 beds. Two dormitories, or 96 local custody beds at the Juvenile Ranch Facility, a minimum-security facility housing male juvenile offenders, would be closed. Loss of both detention and correctional beds will impact the number of wards awaiting placement and potentially increase



detention populations. The populations of juveniles committed to Residential Treatment Facilities will also likely increase, as well as commitments to the California Youth Authority.

- Reductions in Temporary Assistance to Needy Families (TANF) and the unavailability of General Purpose Revenues have resulted in a proposed reduction of 17 positions in Juvenile Field Services. Juvenile prevention programs designed to reduce delinquent behavior in juvenile wards such as, the Repeat Offender Prevention Program, Teen WATCH, and CHOICE would be reduced and or eliminated, potentially increasing the need for out-of-home placements and confinements in the California Youth Authority.
- The unavailability of General Purpose Revenue in Departmental Administration results in a proposed reduction of 11.00 staff years, including elimination of an Executive level position. Operational reorganization resulted in shifting 36 positions of the Public Works Program Work Projects, a revenue offset program that provides an alternative to the Court for adult and juvenile misdemeanants, to Administration, therefore resulting in a net increase of 25 positions in Administration.

Expenditure

- Salaries and Benefits are proposed to decrease a net \$2.3 million or 2.32% due to the proposed reduction of 288.75 permanent staff years in order to stay within reduced revenues, offset by increases in negotiated labor agreements.
- Services and Supplies are proposed to decrease a net \$5.6 million or 15.85%. The decreases result from the reduction of units at Kearny Mesa Juvenile Detention Facility, the elimination of \$1.5 million in contracted services associated with the CHOICE Program, and the elimination of \$1.4 million reflecting the one-time minor equipment costs associated with the opening the East Mesa Juvenile Detention Facility.
- Other Charges are proposed to increase by \$1.0 million or 7.0%, reflecting increased costs of the Foster Care program. An increase in the number of wards ordered by the Court to be placed in Residential Treatment Facilities is the reason for the budget modification. Offsetting the expenditure increase is additional State and federal Foster Care revenue. The Foster Care budget as proposed will support about 300 wards.
- Management Reserves are reduced by \$1.4 million due to one-time costs of the Probation Caseload Management System that occurred in Fiscal Year 2003-04.

Revenue

Proposed revenues decrease by \$8.3 million. The net decrease is a result of an \$11.6 million decrease in Intergovernmental Revenues, a \$9.7 million decrease in the planned use of Fund Balance, a \$0.7 million decrease in Charges for Current Services, a \$1.1 million increase in Other Financing Sources, and a \$12.7 million increase in General Purpose Revenue allocations.

- The Governor's Proposed Budget reductions decreased Temporary Assistance to Needy Families (TANF) revenue from \$12.0 million to \$4.0 million, a reduction



of \$8.0 million. The remaining \$4.0 million will be eliminated next fiscal year. This revenue loss impacts Institutional Services as well as Juvenile programs.

- Federal Grant revenues for the Juvenile Accountability Incentive Block Grant and the Local Law Enforcement Block Grant have been reduced by \$0.8 million. The revenue loss is reflected in the reduced staffing and service delivery in Juvenile Field Services.
- The Mentally Ill Offender grant terminated in Fiscal Year 2003-04 with revenue loss of \$0.6 million; appropriations were reduced to reflect the revenue loss. These offenders have been absorbed into Adult Field Services caseloads.
- The Juvenile Justice Crime Prevention Act of 2000 funds a variety of collaborative juvenile programs geared towards early intervention and prevention. The Governor's Proposed Budget reduction decreases this revenue source by \$1.4 million. The impact on programs affected is included in the loss of 17.00 permanent staff years in Juvenile Field Services.
- The projected revenue for Targeted Case Management has been reduced by \$0.2 million. The termination of the Mentally Ill Offender Program results in less claimable costs due to fewer officers providing claimable services.
- Collections from adult offenders ordered by the Court to reimburse the County for the cost of probation services, specifically supervision and investigation, are projected to be lower than budgeted in Fiscal Year 2003-04. Referrals to Revenue and Recovery for collections are down. The revenue has been reduced by \$0.7 million.
- The Local Juvenile Placement Trust Fund was terminated in Fiscal Year 2002-03; the available fund balance was appropriated into Probation Management Reserves to provide funding for one-time development costs of the Probation Caseload Management System.
- Prop 36 Trust Fund allocation to Probation for Fiscal Year 2004-05 is proposed to be \$0.5 million less. The reduction in revenue supporting the program is fully offset by the reduction in staffing.
- Proposed increases in State and federal Foster Care revenue of \$1.2 million reflect a portion of the anticipated increased out-of-home placements in Residential Treatment Facilities. The number of wards ordered by the Court to be placed in RTF increased significantly in Fiscal Year 2003-04, prompting the corresponding increase to the Foster Care budget. The revenue increases reflect the increased number of wards that are then eligible for State and federal funds. The proposed Foster Care budget will support 300 wards.
- Fiscal Year 2004-05 allocations for law enforcement Proposition 172 – Public Safety Sales Tax is increased by \$1.1 million.



Performance Measures *	2003-04 Adopted	2003-04 Estimated Actual	2004-05 Proposed	2005-06 Proposed
Available Able-Bodied Offenders on Intensive Supervision Employed within Six Weeks	80%	85%	80%	80%
Breaking Cycles Wards Who Do Not Have a New Arrest Leading to a Conviction or True Finding within One (1) Year of Completing the Program	70%	97%	70%	70%
Wards Successfully Completing Probation	75%	79%	75%	75%
Offenders in the WATCH Program Delivering Tox-Free Babies	100% Teen 100% Adult	100% Teen 96% Adult	100% Teen 100% Adult	100% Teen 100% Adult
Wards Who Complete the Juvenile Ranch Facility Program Successfully	87%	87%	87%	87%

* Note: Despite the reduction in staff years and reduced service delivery levels, the Probation Department will continue to provide mandated services without interruptions.



Probation Department

Staffing by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Adult Field Services	390.50	380.00	(2.69)	380.00	0.00
Institutional Services	625.25	384.00	(38.58)	384.00	0.00
Juvenile Field Services	363.00	346.00	(4.68)	346.00	0.00
Special Supervision	45.00	—	(100.00)	—	0.00
Department Administration	74.00	99.00	33.78	99.00	0.00
Total	1,497.75	1,209.00	(19.28)	1,209.00	0.00

Budget by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Adult Field Services	\$ 31,176,311	\$ 33,419,370	7.19	\$ 30,490,837	(8.76)
Institutional Services	43,136,576	36,716,317	(14.88)	34,075,924	(7.19)
Juvenile Field Services	55,186,616	55,939,181	1.36	57,262,764	2.37
Special Supervision	3,451,874	—	(100.00)	—	0.00
Department Administration	14,257,215	12,853,824	(9.84)	11,599,597	(9.76)
Probation Asset Forfeiture Program	60,000	35,000	(41.67)	35,000	0.00
Probation Inmate Welfare Fund	200,000	225,000	12.50	225,000	0.00
Total	\$ 147,468,592	\$ 139,188,692	(5.61)	\$ 133,689,122	(3.95)

Budget by Categories of Expenditures

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 97,133,507	\$ 94,883,231	(2.32)	\$ 89,953,054	(5.20)
Services & Supplies	35,394,279	29,783,396	(15.85)	29,783,396	0.00
Other Charges	13,593,283	14,541,594	6.98	14,541,594	0.00
Capital Assets Equipment	89,000	89,000	0.00	89,000	0.00
Expenditure Transfer & Reimbursements	(681,870)	(677,922)	(0.58)	(677,922)	0.00
Management Reserves	1,940,393	569,393	(70.66)	—	(100.00)
Total	\$ 147,468,592	\$ 139,188,692	(5.61)	\$ 133,689,122	(3.95)

**Budget by Categories of Revenues**

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Fund Balance	14,597,578	5,035,000	(65.51)	35,000	(99.30)
Revenue From Use of Money & Property	200,000	225,000	12.50	225,000	0.00
Intergovernmental Revenues	43,534,953	31,790,291	(26.98)	27,790,291	(12.58)
Charges For Current Services	8,784,311	8,084,311	(7.97)	8,084,311	0.00
Miscellaneous Revenues	68,464	64,864	(5.26)	64,864	0.00
Other Financing Sources	19,975,818	21,028,726	5.27	22,159,741	5.38
General Revenue Allocation	60,307,468	72,960,500	20.98	75,329,915	3.25
Total	\$ 147,468,592	\$ 139,188,692	(5.61)	\$ 133,689,122	(3.95)



Public Defender



Department Description

The Department of the Public Defender is the primary office responsible for providing legal representation to indigent persons accused of crimes or faced with the potential loss of substantial rights. This includes adults and juveniles charged with murders, attempted murders, felony crimes against the person (e.g., robbery, rape, mayhem, etc.), and felonies involving drugs or theft or harm to property. The Public Defender also provides representation in some civil cases, such as juvenile dependency and mental health matters. The Department maintains offices near each of the County's five main courthouses.

Mission Statement

To protect the rights, liberties and dignity of each person whose case has been entrusted to the Public Defender by providing the finest legal representation.

2003-04 Accomplishments

Strategic Initiative – Kids

- Protected the rights of over 6,100 children by providing legal representation for 100% of the cases appointed by the Juvenile Court where no conflict existed.
- Served as a member of San Pasqual Academy's Admission Committee and assisted in identifying qualified foster youth for admission.
- Advocated for improved mental health services for minors residing at Polinsky Children's Center, which resulted in the exploration of additional therapeutic programming for Center residents.
- Partnered with the Probation Department, the District Attorney, and the Juvenile Court to institute truancy suppression guidelines for the San Diego Unified School District to target at-risk kids.
- Provided attorney and paralegal support for the City of San Diego's Teen Court program.

- Spearheaded efforts with private and public partners to increase community involvement and support of foster youth through a planned public relations campaign, which included mailers to County employees and television and radio commercials.
- Coordinated with the Juvenile Court a multidisciplinary training for social workers, attorneys, judges and service providers on ways to improve the educational outcomes for foster youth.

Strategic Initiative – The Environment

- Encouraged conservation measures to reduce electricity use through a publicity campaign of e-mail reminders.

Strategic Initiative – Safe and Livable Communities

- Provided legal representation for 93,490 cases, which was 100% of the court-appointed criminal cases where no conflict existed.
- Partnered with the courts, prosecution, probation, and treatment facilities to ensure the maximum success of Drug Court and Proposition 36 programs.
- Provided educational in-services to community members, law enforcement, and services providers on civil commitment procedures and how to better access services to improve the treatment of the mentally ill.



- Improved service to clients on probation through paralegal services, expunging criminal records, and other means to ensure their success while on probation.
- Coordinated with the District Attorney and the Courts to assist clients in the reinstatement of Social Security, Veterans Affairs, and Medicare payments, which had been withheld because of outstanding warrants.
- Developed the interface between the Department's new criminal case management system and the Court's case management system eliminating data entry duplication and enabling staff reductions in case opening efforts.

2004-06 Objectives

Strategic Initiative – Kids

- Protect the rights of children by providing legal representation for 100% of the cases appointed by the Juvenile Court where no conflict exists.
- Partner with the Juvenile Court and the District Attorney to seek grant funding to create a Mental Health Court and a Family Violence Court to better serve delinquent youth with these special needs.

Strategic Initiative – The Environment

- Continue to encourage conservation efforts to reduce office electricity use.

Strategic Initiative – Safe and Livable Communities

- Provide legal representation for 100% of the court-appointed criminal cases where no conflict exists.
- Develop the interface between the department's criminal case management system and the District Attorney's case management system to eliminate data entry duplication.
- Decrease by 10% the number of Probation violations due to client's lack of knowledge of probationary status.

- Identify and develop a relationship with community-based programs that can aid clients to have successful performance while on probation.

Changes from 2003-04 Adopted

Staffing

Proposed reductions of 72.00 staff years are due to increases in negotiated labor costs and funding constraints as follows:

- The Dependency Division proposes to delete 14.00 staff years due to negotiated salary and benefit increases and insufficient funding from the Trial Courts. To accommodate these staff reductions, clerical services will be centralized and legal tasks previously provided by paralegal staff will be shifted to attorneys and child advocacy investigators.
- The Criminal Division proposes to delete 58.00 staff years due to negotiated salary and benefit increases and insufficient General Purpose Revenue. To accommodate these staff reductions, the Criminal Division will be restructured and attorney and investigator caseloads will increase.

Expenditure

Total expenditures are proposed to decrease by \$1.1 million for Fiscal Year 2004-05 in the following areas:

- Salaries and Benefits are proposed to decrease by \$0.4 million after the reduction of 72.00 staff years.
- Service and Supplies associated with the position reductions are proposed to decrease by \$0.7 million.

Revenue

- Intergovernmental Revenues are proposed to decrease by \$0.6 million due to reductions in Trial Court Funding Revenue; planned use of Fund Balance will decrease by \$1.5 million.
- General Purpose Revenue increases by \$0.9 million.



Performance Measures	2003-04 Adopted	2003-04 Estimated Actual	2004-05 Proposed	2005-06 Proposed
Provide legal representation for 100% of the court-appointed cases in the following areas:				
Homicide/Attempted Homicide	52	52	52	52
Violent Crime	2,250	2,348	2,350	2,350
Property and Drug	14,500	15,819	15,800	15,800
Misdemeanor	76,700	72,498	72,500	72,500
Delinquency	3,170	2,753	2,750	2,750
Dependency (No. of open cases Fiscal Year end)	6,500	6119	6,120	6,120

Note: In response to staff reductions, the department will implement significant organizational restructuring. In order to represent the same number of clients, staff caseloads will increase. In the short term, the organizational changes will allow the department to meet constitutional mandates for our clients. If court appointments significantly increase over Fiscal Year 2003-04 numbers, the department may have to refer cases to Private Conflict Counsel.



Staffing by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Indigent Defense	369.00	297.00	(19.51)	297.00	0.00
Total	369.00	297.00	(19.51)	297.00	0.00

Budget by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Indigent Defense	\$ 43,733,846	\$ 42,594,207	(2.61)	\$ 43,719,520	2.64
Total	\$ 43,733,846	\$ 42,594,207	(2.61)	\$ 43,719,520	2.64

Budget by Categories of Expenditures

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 38,063,242	\$ 37,616,817	(1.17)	\$ 38,742,130	2.99
Services & Supplies	5,670,604	4,977,390	(12.22)	4,977,390	0.00
Total	\$ 43,733,846	\$ 42,594,207	(2.61)	\$ 43,719,520	2.64

Budget by Categories of Revenues

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Fund Balance	1,500,000	—	(100.00)	—	0.00
Intergovernmental Revenues	6,040,590	5,475,786	(9.35)	5,475,786	0.00
Charges For Current Services	1,045,559	1,107,328	5.91	1,107,328	0.00
Miscellaneous Revenues	240,803	237,110	(1.53)	237,110	0.00
Other Financing Sources	72,239	72,239	0.00	72,239	0.00
General Revenue Allocation	34,834,655	35,701,744	2.49	36,827,057	3.15
Total	\$ 43,733,846	\$ 42,594,207	(2.61)	\$ 43,719,520	2.64

Health and Human Services Agency

Health and Human Services Agency

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Health and Human Services Agency Summary
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Regional Operations
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Regional Program Support
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Aging and Independence Services
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Behavioral Health Services
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Child Welfare Services
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Public Health Services
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Administrative Support
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Health and Human Services Agency Summary



Agency Description

The Health and Human Services Agency promotes safe, healthy, and thriving communities by providing a broad range of health and social services. Clients include: indigent or low-income individuals who receive health and behavioral health care; seniors needing in-home help to maintain their independence; abused and neglected children and seniors; families transitioning from welfare to work; and the general public that relies on government for health education and coordination of regional responses to public health threats and other emergencies. Organized into six geographic regions, the Agency's service delivery system reflects a community-based approach using public-private partnerships to meet family needs.

The Agency's Operational Plan has been restructured to promote and maintain accountability and transparency of services and operations to the public. The previous structure displayed services in broad categories or programs. Those categories—Illness Prevention and Independence, Self Sufficiency and Personal Responsibility, Safe Communities, Healthy Communities and Healthy Behaviors and Lifestyles—have been replaced.

The new structure displays services as they appear in the Agency's organizational structure—by division. All divisions are listed as "departments" for Operational planning purposes, with their budgets and staffing laid out in a logical manner by appropriate organizational unit. Three divisions that stand on their own include Aging and Independence Services, Child Welfare Services, and Public Health Services. Special clusters of divisions include: Regional Operations (the six regions and the Agency-wide programs that are budgeted there), Behavioral Health Services (Alcohol and Drugs Services, Adult and Older Adult Mental Health Services, and Children's Mental Health Services divisions), and Administrative Support (Executive Office, Financial and Support Services, Human Resources, Information Technology, Strategy & Planning, and First 5 Commission staffing). Finally, the Policy and Program and Support division will now be known as Regional Program Support to better reflect its purpose and mission in supporting or administering services that are delivered by or closely linked with regional operations.

Vision Statement

Safe, healthy, and thriving communities.



2003-04 Accomplishments

Strategic Initiative – Kids

- Fully immunized 87% of 2,403 two-year old children served by the regional public health centers, exceeding the State (67%) and national (64%) rates.
- Found placements within their own geographic communities for 61% of 1,400 children who were removed from their home and placed in licensed foster care, allowing these children to preserve community and school connections.
- Established a Countywide Domestic Violence hotline in October 2003, referring 1,000 callers to emergency shelter, counseling, legal and other domestic violence services. Children and youth were also referred to services to address the effects of exposure to violence occurring in their families.
- Provided school-based mental health services at 252 schools, an increase from 235 schools last year, including assessments, treatment, medication and case management.
- Converted 78% of 1,500 California Work Opportunities and Responsibility to Kids (CalWORKs) recipients who exit welfare each month, to Medi-Cal, promoting access to health care among the low-income, working population.

Strategic Initiative – Safe and Livable Communities

- Responded to Firestorm 2003 by providing Emergency Medical Services support, deploying 85 nurses and more than 300 crisis counselors at evacuation shelters, and coordinating Health and Human Services Agency (HHSA) services at 3 Local Assistance Centers, including distribution of \$371,000 in Disaster Food Stamps for 1,059 households and providing child care for 650 children.

- Responded to and initiated an investigation of 95% of 106 cases within 24 hours of report for selected diseases, including the E. coli outbreak which required coordination with the County Department of Environmental Health and the State.
- Obtained \$8.2 million in grants or revenues for 56 Agency and community programs from federal agencies, and corporate and private foundations.
- Received and responded to 68,308 calls, including reports of elder abuse, through the Aging and Independence Services Call Center, which serves as the information and referral system for older adults, persons with disabilities and their families.
- Provided 30,000 eligible adults access to mental health outpatient treatment within an average of 9 days, exceeding the goal of 28 days.

Required Discipline – Fiscal Stability

- Reduced by 12% (over \$260,000 in savings) the claims for work-related injuries through safety training and workplace assessments.

Required Discipline – Continuous Improvement

- Issued 92.7% of Food Stamp benefits efficiently and accurately to 30,500 eligible households.

2004-06 Objectives

Strategic Initiative – Kids

- Provide free tax preparation services to 2,000 low-income residents for the Earned Income Tax Credit (EITC) program, returning \$3.0 million in tax dollars back to the community.
- Increase by about 2,200 (to reach 225,064) the number of eligible children enrolled in Medi-Cal and Healthy Families to enhance access to physical and dental prevention and treatment services.



- Strengthen Child Welfare Services by managing to achieve State and federal accountability outcomes for the safety, permanency and the well being of children.
- Place 50% of an estimated 8,000 participants in the Welfare-to-Work program each month in unsubsidized employment.

Strategic Initiative – Safe and Livable Communities

- Conduct 3 drills or exercises with public health staff and community partners to evaluate and enhance the County's level of preparedness for public health hazards.
- Ensure 90% of contacts to infectious TB cases are evaluated, according to federal standards, to prevent the spread of this communicable disease.
- Begin construction of the Edgemoor Healthcare Campus, which will house 192 residents, and improve the quality of life for these patients.

Required Discipline – Fiscal Stability

- Manage better with fewer resources by strengthening Agency revenue management and developing performance work statements for 10% of those contracts identified in a performance-based services contracting plan.

Required Discipline – Regional Leadership

- Begin the integration of mental health and alcohol and other drug services into a behavioral health system, responsive to the needs of children and adults with both substance abuse and mental health problems.

Required Discipline – Continuous Improvement

- Achieve an accuracy rate of 94% in Food Stamp benefit dollars issued to more than 30,000 households.

Changes from 2003-04 Adopted

Overview

The Health and Human Services Agency's Proposed Fiscal Year 2004-05 plan includes appropriations of \$1.7 billion, approximately the same level as Fiscal Year 2003-04. The plan includes reductions and shifts in the utilization of resources due primarily to the limitations of State and federal funding.

Ninety percent (90%) of the Agency's funding comes from State and federal revenue. The State continues its dire fiscal crisis. Even with the March 2004 passage of the Governor's proposed debt bond (Propositions 57 and 58), the State faces a budget deficit currently estimated at \$14 billion.

As a County, we are required to administer the State's programs. When the State is unable to adequately fund those programs, reductions must be taken to address the continuing and increasing gap between revenues and expenditures.

In reviewing programs and developing the Operational Plan, we sought the advice of our Agency citizen advisory boards on establishing funding priorities. In addition, regional forums were held to allow input by interested parties. Where possible, we attempted to allocate resources based on the following principles and guidelines:

- Maintain core, priority and mandated programs and activities.
- Align resources to support the County and the Agency Strategic Plans, with a focus on Kids, the Environment and Safe and Livable Communities.
- Use one-time resources for one-time costs, not ongoing expenses.
- Use evaluation or outcome data in sustaining programs or minimizing reductions.
- Preserve funding that "matches" or leverages other dollars.



Health and Human Services Agency Summary

Significant changes include a reduction of 467.65 staff years and a slight reduction in contracted services. These reductions are being proposed due to reduced State funding for specific programs, inadequate State funding to support increasing cost of doing business and caseload growth, and the State's failure to provide funding for mandated services. With the State budget situation still unresolved, it may be necessary to address additional changes throughout the year. Services or functions that will be eliminated or reduced in Fiscal Year 2004-05 include:

- Reduction in staff to the Family Resource Centers who make eligibility determinations for CalWORKs and Food Stamp programs. This impact should be partially mitigated by reduced workload as a result of a change to State requirements, but could also result in increased wait times.
- Reduction in child welfare services staff, including regional, residential, and central support staff to social workers, and supervisory and management staff. This will result in elimination or reduction of discretionary, non-mandated levels of service.
- Reduction in Adoptions staff with potential for reduced adoptive placements, and reduction in the day treatment program at the Polinsky Children's Center.
- Reduction in the number of beds in long term care facilities for people with psychiatric disorders, and transitioning of day rehabilitation clients to less intensive levels of mental health care in the community.
- Reduction in several alcohol and drug treatment facilities, and reduction of Proposition 36 treatment services to County probationers and State parolees in lieu of incarceration.
- Reduction in services to some children and youth with serious emotional disorders in the Children's Mental Health Initiative, and reduction in outpatient, forensic mental health, and inpatient capacity for children's mental health.

- Reduction or elimination of several juvenile justice and delinquency prevention programs, and elimination of re-entry services to ex-offender clients.
- Reduction in public health promotions and community planning activities, including chronic disease prevention activities.
- Reduction in administrative and support functions in every Agency region and division.

Also included in the Operational Plan are provisions for managed competition of selected Mental Health Services. However, the staff reductions in Behavioral Health Services are a consequence of funding reductions and not due to the Agency conducting these managed competitions.

Realignment Funding Changes

In 1991, the State legislature realigned Health, Mental Health, and Social Services programs, which shifted a larger share of financial responsibility for these programs to counties. To fund these increased costs, counties received dedicated sales tax revenues and motor vehicle license fees, which is known as Realignment funding. Growth in this funding source was intended to be sufficient to fund ongoing costs and caseload growth in these realigned programs.

Due to continuing difficulties with the economy and other factors that have contributed to a slower growth in revenues, Realignment Revenue has not kept pace with program growth and is projected to increase minimally for Fiscal Year 2004-05. This is the third consecutive year that this revenue source has not been sufficient to fund the growth of mandated entitlement programs.

Tobacco Settlement Funds

The securitization of Tobacco Settlement funds provides \$27.3 million annually to the County of San Diego for a 25-year period. The Special Revenue fund reflects this amount for Fiscal Year 2004-05 for use by programs and an unallocated reserve. The unallocated portion of the funding



is held as a contingency reserve, pending changing needs in the community. If the reserve is needed, Board approval will be sought.



Health and Human Services Agency Summary

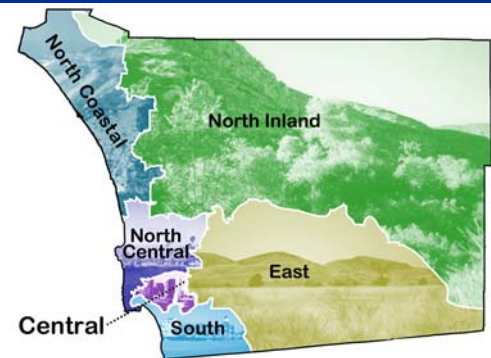
Staffing by Department

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Regional Operations	2,845.16	2,625.75	(7.71)	2,625.75	0.00
Regional Program Support	185.00	137.00	(25.95)	137.00	0.00
Aging and Independence Services	744.50	715.50	(3.90)	715.50	0.00
Behavioral Health Services	674.49	640.00	(5.11)	640.00	0.00
Child Welfare Services	841.25	746.00	(11.32)	746.00	0.00
Public Health Services	398.87	380.87	(4.51)	380.87	0.00
Administrative Support	365.00	341.50	(6.44)	341.50	0.00
Total	6,054.27	5,586.62	(7.72)	5,586.62	0.00

Expenditures by Department

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Regional Operations	\$ 465,116,729	\$ 465,174,464	0.01	\$ 464,955,788	(0.05)
Regional Program Support	96,788,949	91,080,554	(5.90)	90,880,452	(0.22)
Aging and Independence Services	242,707,678	245,282,918	1.06	244,713,671	(0.23)
Behavioral Health Services	265,321,778	260,117,228	(1.96)	252,647,747	(2.87)
Child Welfare Services	214,122,192	230,268,230	7.54	228,808,953	(0.63)
Public Health Services	79,333,350	78,114,410	(1.54)	78,704,705	0.76
Administrative Support	62,197,409	64,065,115	3.00	61,374,062	(4.20)
Realignment Revenue Funds	281,603,984	286,479,064	1.73	284,913,344	(0.55)
Tobacco Settlement Funds	36,937,641	27,300,000	(26.09)	27,300,000	0.00
Total	\$ 1,744,129,710	\$ 1,747,881,983	0.22	\$ 1,734,298,722	(0.78)

Regional Operations



Department Description

The hallmark of the Health and Human Services Agency is its commitment to a service delivery system that is regionalized and accessible, community-based and customer-oriented. Organized into six geographic service regions, the Agency's service delivery system reflects a community-based approach using public/private partnerships to meet the needs of families in San Diego County. Public health nurses, mental health workers, social workers, and human services assistants serve clients in an integrated fashion, often alongside other public and private service providers, treating families and individuals in need as our customers.

Specific program revenues that are budgeted in all regions include: Child Welfare Services, Family Resource Centers/Assistance Payments, Public Health Services (including Public Health Centers), Community Health Promotions, Geographic Information Systems technology and Welfare-to-Work/Employment Administration. Some regions also manage programs that are administered beyond regional boundaries, as reflected in the sections below, and in the Appendix - Health and Human Services Agency – Regional Operations on page 424.

Mission Statement

To make people's lives safer, healthier and self-sufficient by managing essential services.

2003-04 Accomplishments – All Regions

Strategic Initiative – Kids

- Reached total enrollment of 222,836 for children in Healthy Families and Medi-Cal, an additional 2,836 children with health care coverage.
- Placed 48% of the 8,000 Welfare-to-Work participants each month in unsubsidized employment.
- Secured stable employment for 89% of the 500 Welfare-to-Work participants exiting cash assistance each month, as indicated by their remaining off aid for 6 months.
- Provided free tax preparation services to 2,000 low-income residents for the Earned Income Tax Credit (EITC) program, promoting self-sufficiency by returning \$3.0 million in tax credits and refunds to the community. This is a Countywide expansion of this program, originally piloted in the Central, North Coastal and North Inland Regions.
- Ensured that 99% of 60,000 payments to cover child care services to California Work Opportunities and Responsibility to Kids (CalWORKs) families and other low-income eligible families were made in a timely fashion (within 10 days of receipt of claim).
- Converted 78% of 1,500 CalWORKs recipients who exit welfare each month to Medi-Cal in order to promote access to health care among the low-income, working population.
- Responded within 24 hours to 95% of 5,500 urgent referrals assigned to Child Welfare Services.
- Ensured 95% of 4,300 foster children in permanent placement received a visit from a caseworker every two months to ensure quality of care.



Regional Operations

- Found placements within their own geographic communities for 61% of 1,400 children who were removed from their home and placed in licensed foster care, helping these children preserve community and school connections and stabilizing the average daily population at the Polinsky Children's Center at 120 children.
- Reduced at-risk behaviors and contact with the juvenile justice system in 90% of 3,000 youth participating in the Critical Hours after-school program.

Strategic Initiative – Safe and Livable Communities

- Linked 53,303 clients to appropriate health and social services through Information and Referral Services (IRS), which is 80% of those who accessed this service.
- Responded to Firestorm 2003 by distributing \$371,000 in Disaster Food Stamps for 1,059 households, and providing emergency childcare for 650 children, at 3 Local Assistance Centers in Valley Center, Ramona and Julian.

Required Discipline – Continuous Improvement

- Issued 92.7% of Food Stamp benefits efficiently and accurately to 30,500 eligible households in order to help low-income families maintain self-sufficiency.

2004-06 Objectives – All Regions

Strategic Initiative – Kids

- Increase by 1% or about 2,200 (from 222,836 to 225,064), the number of eligible children enrolled in Medi-Cal and Healthy Families to enhance access to physical and dental prevention and treatment services.
- Provide 2,000 low-income, working families free tax preparation assistance for the Earned Income Tax Credit program, returning \$3.0 million in tax credits and refunds back to the community.
- Place 50% of an estimated 8,000 Welfare-to-Work participants each month in unsubsidized employment.

- Secure stable employment for 90% of the estimated 500 Welfare-to-Work participants exiting cash assistance each month, as indicated by their remaining off aid for 6 months.
- Ensure that 97% of about 60,000 payments to cover child care services to CalWORKs families and or/other low-income eligible families are made in a timely fashion.
- Ensure that at least 80% of about 1,500 CalWORKs recipients who exit welfare each month convert to ongoing Medi-Cal, promoting access to health care.
- Respond in a timely manner to 94.4% of the total number of hotline referrals in order to assist children in need of protective services.
- Place 50% of all foster children in their own geographic community when entering licensed foster care.
- Reduce at-risk behaviors and contact with the juvenile justice system in at least 80% of about 3,000 youth participating in the Critical Hours after-school program.

Required Discipline – Continuous Improvement

- Achieve an accuracy rate of 94% in Food Stamp benefit dollars issued to more than 30,000 households.
- Achieve full compliance with new statewide Medi-Cal performance standards by maintaining timely processing of 90% of more than 15,000 general applications and redeterminations monthly for Medi-Cal, including applications for the disabled.

Central Region

The Central Region is located within the City of San Diego, and comprises approximately 48 neighborhood communities. Home to approximately 477,061 residents, the ethnic/racial makeup of the region is 39.4% Latino, 28.9% White, 14.5% African-American, 12.8% Asian, 0.4% Native American and 4.1% Other. The Central Region is one of two regions in which County staff



administers Welfare-to-Work services, and also manages the Community Action Partnership, providing a variety of social services to low-income families and at-risk youth.

2003-04 Accomplishments

Strategic Initiative – Kids

- Enrolled 90 children into Medi-Cal through enhanced partnerships with local elementary and pre-schools as part of the Express Lane Eligibility pilot program.
- Prevented additional contacts with the juvenile justice system among 89% of 1,500 at-risk youth who participated in the Juvenile Diversion Program.
- Provided 1,634 nights of shelter and case management to 147 runaway youth through community-based services.
- Improved safety of infants and young children from vehicle accidents through the distribution of 1,412 car safety seats to low income families.
- Formed a special team to address the problem of Welfare-to-Work clients sanctioned for not complying with work participation and other requirements; 95% of 240 sanctioned clients came into compliance as a result of the team's efforts.
- Provided employment preparation services to 30 high school students and provided 4 high school students unpaid internships.
- Established a mentorship program in 4 schools for students interested in health careers.

Strategic Initiative – Safe and Livable Communities

- Provided emergency shelter to approximately 500 homeless clients, and case management services to 1,248 clients.
- Successfully reached agreement in 86% of 1,067 disputes through mediation, reducing the caseload in the local court system and providing an alternative way for parties to resolve disputes.

- Obtained \$100,000 from Kaiser Permanente Hospital to provide nutritional information in two charter schools, promoting healthier eating habits among children.
- Achieved a 99% employment rate among 205 refugees who completed training through the Refugee Employment Services Program.

2004-06 Objectives

Strategic Initiative – Kids

- Ensure that 80% of families at risk for domestic violence, which receive case management services through the Community Services for Families program, do not experience an episode of domestic violence while the case remains open.
- Reduce the incidence of homelessness by ensuring that 50% of families with children receiving case management services through the Community Services for Families program do not experience a homeless episode.
- Increase the placement of children in homes within their own geographic communities by achieving a 10% increase in the number of licensed foster homes in those zip codes where the removal rate for children for child abuse and neglect is highest.
- Ensure that 80% of an estimated 1,500 youth who receive juvenile diversion services have no contact with the juvenile justice system for at least 6 months after the closing of their case.

Strategic Initiative – Safe and Livable Communities

- Ensure that 90% of about 200 refugees who complete training and/or job search are employed.
- Reduce the number of local court cases by successfully reaching agreement in 80% of an estimated 1,600 cases through dispute mediation.



Regional Operations

- Provide case management services to 1,200 homeless families, and emergency shelter to approximately 500 clients.

East Region

The East Region is a mixture of urban and rural communities, as well as several Native American reservations located in the rural areas. Home to approximately 452,703 people, the ethnic/racial makeup of the region is 67.7% White, 18.9% Hispanic, 5.1% African-American, 3.4% Asian, 0.8% Native American, and 4.1% Other. East Region administers the Nurse Family Partnership, a program helping first-time low-income parents succeed. East Region also administers Childcare subsidy payments to assist low-income families, many in transition from welfare to work.

2003-04 Accomplishments

Strategic Initiative – Kids

- Improved on a wide range of outcomes for low-income mothers and their children through the Nurse-Family Partnership home visitation program, serving more than 315 families in East and Central Regions (see below):
 - Achieved full term pregnancies among 89% of 229 mothers served; 92% of 239 infants had normal birth weights.
 - Achieved a high level of compliance on immunizations for young children served by the program (99% of 56 children, 2 years and younger).
 - Reduced rates of childhood injury, abuse and neglect as reflected in reducing emergency room visits. No emergency room visits reported for 55% of 40 families.
 - Decreased smoking and alcohol use by pregnant women by 39% from the time they began participating in the program to 36 weeks of pregnancy.

- Expanded partnership with 5 schools to strengthen family support through the Neighborhood for Kids program. A wide range of activities include:
 - Launched first Child Welfare Services pilot in 25 Santee/Lakeside schools, featuring education and community awareness activities that included intergenerational programs.
 - Implemented regional San Diego State University (SDSU) School of Social Work intern pilot to build, by an additional 15 student interns, child welfare services capacity.
 - Created an additional school-based SDSU School of Nursing Intern lab, resulting in 20 nursing students being available in the schools to provide information about public health services.
 - Ensured accessibility and continuity of care for youth to adolescent drug treatment by having eligibility staff process applications for coverage on-site at a provider's treatment facility.
 - Minimized the trauma to 140 abused and neglected children by placing 80% of these children in local foster homes ("Way Station" beds) where most of them could attend the same school.

2004-06 Objectives

Strategic Initiative – Kids

- Ensure that 94% of an estimated 300 mothers deliver a child with normal birth weight through the Nurse-Family Partnership Program. Other outcomes to be achieved through this program are:
 - Ensure that 91% of mothers have full-term pregnancies (at least 37 weeks).
 - Ensure that 80% of mothers who have given birth while enrolled in the program will not experience a subsequent pregnancy within two years of the preceding birth.
 - Decrease smoking and alcohol use by 41% of mothers.



- Ensure that 66% of mothers breastfeed their infants following birth and continue for at least six months.
- Minimize trauma to foster children by increasing by 2 (10%) the number of local foster care homes where children can be received immediately after their removal ("Way Station" beds); increasing by 10% the number of approved kinship homes so that children can stay in their current schools, and; increasing by 10% both the number of licensed foster homes and active foster homes.

North Central Region

The North Central Region is located within the City of San Diego, and comprises approximately 38 diverse communities. Home to approximately 564,328 residents, the ethnic/racial make up is 66.2% White, 13.9% Asian, 12% Hispanic, 3.4% African-American, 0.3% Native American, and 4.2% Other. The Marine Corps Recruit Depot and military housing are part of the region. North Central Region manages the Hospital Outstation program, which provides critically ill patients access to Medi-Cal eligibility determination and health care, and, beginning Fiscal Year 2004-05, the California Children Services program, which provides assessments for supplemental health care to seriously ill children.

2003-04 Accomplishments

Strategic Initiative – Kids

- Trained more than 100 police officers through a partnership with the San Diego Police Department, under the Drug Endangered Children (DEC) program to identify and assess children who are neglected or abused. Through the DEC program, social workers accompany police on drug raids to provide immediate assessments and services to children.

- Helped secure additional funding for three adolescent treatment facilities by obtaining Medi-Cal coverage for 65 youth who were served at these facilities. These facilities would have closed without the additional funding.

Strategic Initiative – Safe and Livable Communities

- Provided 475 depression screenings to adults, resulting in referrals for follow-up mental health services for 8% of those screened.

2004-06 Objectives

Strategic Initiative – Kids

- Enhance quality of care for at-risk youth in the dependency system by ensuring public health nurses respond to 100% of referrals for children under the Drug Endangered Children Program.
- Increase by eight additional homes (20%) the number of foster homes in four communities where the removal rates are highest. This strategy reduces the trauma children experience upon removal from their home by preserving community and school connections.
- Pilot an initiative to secure at least two foster homes that will accept emergency placements of children from the community, advancing early intervention and community-based services for children.

Strategic Initiative – Safe and Livable Communities

- Implement the County Medical Services Recovery pilot program to recover County funds by processing Medi-Cal applications for indigent adults who do not have health insurance coverage.
- Support community collaboratives in their efforts to address the problem of contracting Human Immunodeficiency Virus (HIV) through drug use by providing a public health intern to assist with 3 educational sessions in Fiscal Year 2004-05.



North Coastal Region

The North Coastal Region consists of six cities and more than a dozen communities. Home to approximately 496,870 people, the ethnic/racial makeup of the region is 62.2% white, 25.6% Hispanic, 4.3% Asian, 4% African-American, 0.6% Hawaiian/Pacific Islander, 0.4% Native American and 3.4% Other. The U.S. Marine Corps' largest installation, Camp Pendleton, is located in the northwest corner of the region. The North Coastal Region is one of two regions that administer Welfare-to-Work and other employment services.

2003-04 Accomplishments

Strategic Initiative – Kids

- Ensured that 61% of about 500 single parent participants enrolled each month in the Welfare-to-Work program participated in approved work activities 128 hours per month.
- Raised more than \$7,000 for the North County Foster Parent Association at the 7th Annual Big Band Concert and Dance, a combined effort by North Inland and North Coastal Regions.

2004-06 Objectives

Strategic Initiative – Kids

- Increase by 10% to about 55 the number of children receiving dental care services through Share the Care Dental Initiative.
- Ensure that at least 60% of about 500 single parents enrolled each month in Welfare-to-Work participate in approved work activities a minimum of 128 hours per month.
- Ensure that at least 50% of an estimated 400 foster children entering the Child Assessment Network North receive a long-term placement evaluation to ensure the best possible placement.

North Inland Region

The North Inland Region includes four cities and dozens of communities encompassing suburban cities, remote desert communities, historic mountain towns, rural homes and farms, and numerous Indian reservations. The region's eastern border is the Imperial County line. Home to approximately 503,873 residents, the ethnic/racial makeup of the region is 61.6% white, 25.1% Hispanic, 7.7% Asian, 1.8% African-American, 0.9% Native American and 2.8% Other.

2003-04 Accomplishments

Strategic Initiative – Safe and Livable Communities

- Created and distributed “Access to Healthcare Referral Toolkits” to 45 Agency programs and community agencies in both North Coastal and North Inland Regions.

2004-06 Objectives

Strategic Initiative – Kids

- Increase by 10% to about 50 the number of children receiving dental care services through Share the Care Dental Initiative.
- Ensure that at least 50% of an estimated 350 foster children entering the Child Assessment Network North receive a long-term placement evaluation to ensure the best possible placement.

South Region

The South Region has four cities and seven communities and borders with the country of Mexico. Home to approximately 413,670 residents, the ethnic/racial makeup of the region is 51.6% Hispanic, 28.5% White, 11.5% Asian, 4.8% African-American, and 3.6% other. The South Region includes the Countywide Office of Violence Prevention, which manages contracts providing domestic violence services, Critical Hours after school programs, Juvenile Diversion programs for at-risk youth, and other



prevention services. Beginning Fiscal Year 2004-05, the California Children Services Program, which had been administered by South Region, will be administered by North Central Region.

2003-04 Accomplishments

Strategic Initiative – Kids

- Established a Countywide Domestic Violence hotline in October 2003, referring 1,000 callers to emergency shelter, counseling, legal and other domestic violence services. Children and youth were also referred to services to address the effects of exposure to violence occurring in their families.
- Trained 80 middle school youth and personnel in peer abuse prevention and train 153 high school youth and personnel in dating violence prevention.
- Increased efficiencies in processing of new referrals of seriously ill children to the California Children Services program by establishing an on-site nursing team at Children's Hospital to process more than 1,800 referrals.
- Recruited 40 new licensed foster families. Placed more than 65% of 96 newly placed foster children within their own geographic community, reducing the trauma these children experience by preserving community and school connections.
- Established the South Region Teen Pregnancy Prevention Coalition, a partnership of 13 local community-based organizations and schools to strengthen teen pregnancy prevention program planning.

2004-06 Objectives

Strategic Initiative – Kids

- Train 100 middle school youth and personnel in peer abuse prevention and trained 200 high school youth and personnel in dating violence prevention.

- Assess children for exposure to violence in 75% of families for which there was a Domestic Violence Response Team response, and refer these families to appropriate support services.

Changes from 2003-04 Adopted

Staffing

Proposed are net staffing reductions of 219.41 staff years. These reductions are being proposed due to reductions in State funding for specific programs, inadequate State funding to support the increased cost of doing business, and caseload growth. Every region will undergo a reduction in administrative, analytic, and support functions, and other impacts as detailed below.

The Health and Human Services Agency (HHSA) is proposing a restructuring of where direct staff for the Family Resource Centers and the Regional Child Welfare Services is budgeted. Staff from these programs were moved out of the specific regional organizational units and moved into two newly created organizational units. This restructure allows for the better financial management of these activities and has no impact in the delivery of services to clients.

- Proposed addition of 5.00 staff years in California Children Services due to State compliance mandates.
- Proposed staff changes due to re-organization:
 - Transfer out of 6.00 staff years from Regional Operations to Alcohol & Other Drug Services.
 - Transfer in of 45.00 staff years from Regional Program Support to Regional Operations, Fraud and Integrity staff, due to re-structuring, with no impact to service delivery.
- Proposed staff changes due to State funding limitations and increased cost of doing business:
 - Reduction of 119.66 staff years in the Family Resource Centers – which will primarily impact the CalWORKs and Food Stamp eligibility services.



Regional Operations

This impact should be partially mitigated by reduced workload as a result of a change to State requirements, but could also result in increased wait times.

- Reduction of 57.00 staff years in Regional Child Welfare Services. The reduction includes regional child welfare services staff that provides support to social workers, assisting with transportation of children, visitation of families, and entry of casework data into the child welfare management information system.
- Reduction of 51.00 staff years in the Welfare to Work Program.
- Reduction of 13.50 staff years in Child Care Services.
- Reduction of 8.00 staff years in Administration.
- Reduction of 7.25 staff years in Regional Health Services.
- Reduction of 7.00 staff years in Community Action Partnership. The impact of these reductions includes the elimination of re-entry services to ex-offender clients.

Expenditure

Proposed net expenditure increase of \$58,000:

- \$6.1 million net increase in Salaries and Benefits due to negotiated salary and benefit increases.
- \$3.2 million net decrease in Services and Supplies due primarily to reductions in Welfare-to-Work Employment Contracts for the regions and the move of Child Abuse Prevention and Treatment contracts to the Administrative Support Program.

- \$2.8 million net decrease in Other Charges due to the decrease in East Region Child Care Participant Benefits of \$3.8 million, and an increase in California Children Services payments of \$1.0 million.

Revenue

Proposed net revenue increase of \$58,000:

- \$1.0 million net reduction in Intergovernmental Revenues includes increases in California Children Services funding and decreases in Social Service and Health revenues to align with projected State allocations.
- \$0.7 million reduction in Charges for Current Services due to the transfer of the Child Abuse Prevention and Treatment contracts to the Administrative Support Program.
- \$0.2 million reduction in Miscellaneous Revenues to align to projected receipts.
- \$3.5 million increase in Other Financing Sources, which are Realignment Funds for the Family Resource Centers, Child Welfare Services, and the California Children Services.
- \$1.5 million decrease in General Purpose Revenue Allocation due to redistribution of revenue throughout HHSA.

Significant Changes in Fiscal Year 2005-06

Expenditures and Revenue are proposed to decrease by \$0.2 million with no proposed changes in staffing.



Performance Measures	2003-04 Adopted	2003-04 Estimated Actual	2004-05 Proposed	2005-06 Proposed
Children enrolled in Medi-Cal and Healthy Families health care coverage	224,400	222,836 ¹	225,064	225,064
Welfare-to-Work participants placed in unsubsidized employment	50%	48% ²	50%	50%
Welfare to Work participants who secure stable employment, remaining off aid for 6 months	90%	89% ³	90%	90%
CalWORKs clients who exit welfare converted to Medi-Cal coverage	70%	78%	80%	80%
Response to urgent referral for child protective services within 24 hours	95%	95%	94.4% ⁴	94.4% ⁴
Foster children placed in their own geographic community when entering licensed foster care	50%	61%	50%	50%
Tax dollars returned to families and the community through Earned Income Tax Credit Program	N/A	N/A	\$3 million	\$3 million
Timely processing of Medi-Cal applications and redeterminations	N/A	N/A	90%	90%
Food Stamps payment accuracy rate	92%	92.7%	94% ⁵	94% ⁵
Childcare payments to CalWORKs families made within 10 days of receipt of claim (Stage 1)	100%	99% ⁶	97% ⁷	97% ⁷
Youth in Critical Hours program with reduced at-risk behaviors	75%	90%	80% ⁸	80% ⁸
Foster children in permanent placement who are visited by a caseworker every two months*	90%	95%	N/A	N/A
Client accessing Information and Referral Services who were linked to appropriate health and social service resources*	80%	80%	N/A	N/A

* These measures will not be reported in future Operational Plans as the Agency continues to replace some measures with alternative measures that best reflect current strategic priorities.



Regional Operations

¹ By the end of Fiscal Year 2003-04, the number of children enrolled is projected to be 222,836, an increase of 2,836 children enrolled from a baseline of 220,000. This is lower than the target of 224,400. Growth in enrollment in Healthy Families was slower than expected and was offset by a decline in Medi-Cal enrollment. Failure of parents to complete the necessary paperwork when enrolling their families or at time of redetermination, the decline in the CalWORKs caseloads and the fact that the remaining population that is not enrolled is harder to reach, are reasons for the decline in Medi-Cal enrollment. Also, the State changed the vendor for processing joint Medi-Cal and Healthy Families applications, resulting in backlogs and lost applications.

² At 48% for Fiscal Year 2003-04, performance is below the 50% target because of more difficult economic conditions this year, and because a greater number of clients were sanctioned for not complying with program requirements. The Agency is undertaking a number of strategies to improve client cooperation in order to reduce sanctions.

³ At 89% estimated for Fiscal Year 2003-04, performance is just short of the target of 90%, and reflects the effectiveness of job training and other services, even though overall unemployment rates have increased in San Diego County as in the rest of the country.

⁴ The 94.4% target is consistent with the framework of Assembly Bill 636, the Child Welfare System Improvement and Accountability Act of 2001, and reflects Agency efforts to strengthen Child Welfare Services by managing to outcomes that reflect State and federal accountability reforms. Additional discussion of this reform effort appears in the Child Welfare Services section.

⁵ The 94% target for Fiscal Year 2004-05 and Fiscal Year 2005-06 was selected to ensure County accuracy at a level exceeding the national accuracy rate for the federal Fiscal Year 2003-04. The target for Fiscal Year 2005-06 may be adjusted as the national accuracy rate varies from year to year. By undertaking a number of remedial actions, the Agency has improved its accuracy rate considerably over Fiscal Year 2002-03.

⁶ At 99% for Fiscal Year 2003-04, performance is slightly below the 100% target for timely childcare payments. Only several payments were late of a total of 30,000 payments to CalWORKs families, referred to as Stage 1 payments.

⁷ The target for timeliness of childcare payments is being lowered from 100% to 97% because, in Fiscal Years 2004-06, timeliness for an estimated 60,000 payments, including payments to CalWORKs families (referred to as Stage 1 payments) and payments to other low-income eligible families (referred to as Stage 2 payments), will be included in the same measure.

⁸ As a result of the Agency's success in reducing at-risk behaviors among Critical Hours participants, the target was raised for Fiscal Years 2004-06 to 80% from a Fiscal Year 2003-04 target of 75%. The target will be re-visited next fiscal year should performance continue to be significantly above target.



Staffing by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Regional Self Suffic Elig	—	1,012.00	(100.00)	1,012.00	0.00
Regional Child Welfare Svcs	—	609.00	(100.00)	609.00	0.00
Central Region	718.91	252.00	(64.95)	252.00	0.00
East Region	506.75	199.50	(60.63)	199.50	0.00
North Central Region	571.75	315.75	(44.77)	315.75	0.00
North Coastal Region	303.50	92.00	(69.69)	92.00	0.00
North Inland Region	297.00	68.00	(77.10)	68.00	0.00
South Region	447.25	77.50	(82.67)	77.50	0.00
Total	2,845.16	2,625.75	(7.71)	2,625.75	0.00

Budget by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Regional Self Suffic Elig	\$ —	\$ 62,740,763	(100.00)	\$ 62,499,271	(0.38)
Regional Child Welfare Svcs	—	46,138,579	(100.00)	48,295,622	4.68
Central Region	113,773,517	86,921,793	(23.60)	83,950,998	(3.42)
East Region	127,581,891	106,948,632	(16.17)	107,285,123	0.31
North Central Region	69,288,290	62,942,222	(9.16)	63,731,704	1.25
North Coastal Region	31,894,516	19,923,708	(37.53)	20,112,349	0.95
North Inland Region	40,314,475	26,282,249	(34.81)	26,347,957	0.25
South Region	82,264,040	53,276,518	(35.24)	52,732,764	(1.02)
Total	\$ 465,116,729	\$ 465,174,464	0.01	\$ 464,955,788	(0.05)

Budget by Categories of Expenditures

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 169,498,736	\$ 175,567,688	3.58	\$ 179,859,653	2.44
Services & Supplies	47,882,445	44,717,614	(6.61)	40,515,574	(9.40)
Other Charges	247,735,548	244,889,162	(1.15)	244,580,561	(0.13)
Total	\$ 465,116,729	\$ 465,174,464	0.01	\$ 464,955,788	(0.05)



Budget by Categories of Revenues

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Licenses Permits & Franchises	879,120	879,120	0.00	879,120	0.00
Intergovernmental Revenues	425,103,565	424,055,499	(0.25)	420,395,120	(0.86)
Charges For Current Services	2,271,885	1,611,080	(29.09)	1,611,080	0.00
Miscellaneous Revenues	2,999,696	2,749,125	(8.35)	2,749,125	0.00
Other Financing Sources	11,504,636	15,036,365	30.70	14,509,354	(3.50)
General Revenue Allocation	22,357,827	20,843,275	(6.77)	24,811,989	19.04
Total	\$ 465,116,729	\$ 465,174,464	0.01	\$ 464,955,788	(0.05)

Regional Program Support



Department Description

The Regional Program Support Division provides a wide range of technical, regulatory, and quality assurance services for the administration of programs largely operated by the six Agency regions. These support services are key to the effective administration of California Work Opportunities and Responsibility to Kids (CalWORKs), Medi-Cal, and other self-sufficiency programs. In addition, the Division administers direct services through external contracts with employment case management providers, and hospitals, community clinics and other providers for the County Medical Services program. The four Division sections are Medical Care Program Administration (MCPA), CalWORKs, Quality Assurance and Resource Management, and Child Care/Food Stamps/Civil Rights.

Mission Statement

To make people's lives safer, healthier, and self-sufficient by managing essential services.

2003-04 Accomplishments

Strategic Initiative – Kids

- Procured and managed three California Work Opportunities and Responsibility to Kids (CalWORKs) contracts to ensure that key employment outcomes were achieved in four Agency regions.
- Implemented the Transitional Food Stamp program to assist exiting CalWORKs families, resulting in 3,200 families receiving five additional months of continuing assistance.
- Completed 100% of Fiscal Year 2003-04 milestones for the CalWORKs Welfare Information Network, the new State information system for tracking families receiving welfare services, in order to prepare for system implementation.

- Procured \$905,289 from the State Compensation and Retention Encourage Stability (CARES) program in which 340 stipends were issued to childcare providers who took training courses and/or upgraded their child development permits to improve the quality of childcare.
- Reviewed and calculated the amount of time on aid for approximately 10,000 welfare cases involving adults subject to time limits and notified adults of time remaining.
- Provided staff support to the Outreach and Eligibility Subcommittee of the Improving Access to Healthcare (IAH) Project to facilitate activities to increase enrollment in health care programs.

Strategic Initiative – Safe and Livable Communities

- Responded to Firestorm 2003 by coordinating Health and Human Services Agency (HHSA) services provided at three Local Assistance Centers, including distributing \$371,000 in Disaster Food Stamps for 1,059 households and providing childcare for 650 children.
- Improved coordination of medical care for persons with disabilities, through a Memorandum of Understanding implemented by Healthy San Diego, the Medi-Cal managed care system in place for San Diego County.



Regional Program Support

- Improved patient confidentiality in County Medical Services through implementation of the Health Insurance Portability Accountability Act.

Required Discipline – Fiscal Stability

- Secured an additional \$11.7 million in Medi-Cal Administrative Allocation by achieving State requirements and meeting key State performance measures.

Required Discipline – Accountability/Transparency

- Developed Countywide quality assurance/accountability plan for eligibility program staff to improve caseload management and worker performance.

Required Discipline – Continuous Improvement

- Coordinated regional staff corrective action plans for the Food Stamp program, reviewing training lesson plans to improve payment accuracy rate. Exceeded the Agency goal for benefit payment accuracy.

2004-06 Objectives

Strategic Initiative – Kids

- Re-procure the CalWORKs employment case management contracts to ensure that the County continues to meet aggressive employment outcome goals that promote self-sufficiency.
- Improve the quality of childcare through the CARES program by providing incentives to 350 childcare providers who obtain training and remain at the same childcare centers.
- Meet 95% of milestones for an electronic system for issuance of cash assistance for CalWORKs recipients to reduce administrative costs and eliminate lost and stolen warrants.

Strategic Initiative – Safe and Livable Communities

- Provide key leadership statewide on implementation of Medi-Cal reform efforts, and coordinate County response to proposed changes.
- Promote and ensure patients' choice of health plans by ensuring that no more than 20% of enrollees in Healthy San Diego, the Medi-Cal managed care system in place for San Diego County, fail to choose a health plan.
- Develop strategies to reduce number of County Medical Services patients who access healthcare through emergency rooms by working with community stakeholders.

Required Discipline – Accountability/Transparency

- Implement 97% of all Appeals decisions within mandated timeline received from the Administrative Law Judges to provide case integrity in assistance programs.
- Review 87% of State overpayment evaluation forms within 45 days of receipt to ensure fraud is caught as quickly as possible.
- Create modified database to permit data sharing between various types of quality control reviews, which allows for trend analysis of errors and strengthens worker accountability.

Required Discipline – Continuous Improvement

- Respond to policy inquiries from regional operations staff within 30 days to ensure smooth front-line operations.

Changes from 2003-04 Adopted

Staffing

Proposed reduction of 48.00 staff years. This includes a shifting out of 45.00 staff years from Regional Program Support to Regional Operations, Fraud and Integrity staff, due to restructuring, with no impact to service delivery.



The remaining reductions are being proposed due to reductions in State funding for specific programs, inadequate State funding to support the increased cost of doing business, and caseload growth.

Expenditure

Proposed net decrease of \$5.7 million:

- \$2.3 million net decrease in Salaries and Benefits due to staff shifts and reductions offset by an increase in negotiated salaries and benefits.
- \$3.4 million decrease in Services and Supplies:
 - \$1.5 million decrease in funding for healthcare for uninsured individuals
 - \$0.7 million decrease due to adjustments made in contracted services in Medical Care Program Administration to align with most recent allocation.
 - \$0.8 million decrease in computer related contracts for the Service Management Access and Resource Tracking (SMART) System due to reduced need for future enhancements and interfaces supporting the Welfare Case Data System and the related Application Services Internal Service Fund (ISF) costs in Information, Assessment and Referral program.
 - \$0.4 million decrease in other Services and Supplies expenditures to align with expected State Budget levels.

Revenue

Proposed net decrease of \$5.7 million:

- \$4.7 million decrease in Intergovernmental Revenues resulting from shifts of staff and aligning revenues with programs in Self-Sufficiency and Child Welfare Service.
- \$1.4 million increase in Charges for Current Services related to an enhanced revenue collection system in Medical Care Program Administration for Third Party Reimbursements.
- \$0.2 million increase in one-time Miscellaneous State Revenues for a Quality Control/Supervisor Case Review Database Project in Fraud and Integrity.
- \$0.5 million decrease in Other Financing Resources resulting from a \$0.5 million decrease in Health Realignment.
- \$2.1 million decrease in General Purpose Revenue Allocation. The negative General Revenue Allocation reflects the centralized budgeting of revenues that support Self-Sufficiency and Child Welfare Services. The budget of these revenues decreased less than the costs budgeted in this program.

Significant Changes in Fiscal Year 2005-06

Expenditures and revenues are proposed to decrease by \$0.2 million, with no proposed changes in staffing.



Regional Program Support

Performance Measures	2003-04 Adopted	2003-04 Estimated Actual	2004-05 Proposed	2005-06 Proposed
Policy inquiries from regional operations staff responded to within 30 days*	N/A	N/A	90%	90%
Child care providers issued stipends*	N/A	340	350	350
Milestones for new electronic system for issuing cash assistance achieved*	N/A	N/A	95%	95%
Decisions regarding appeals of eligibility determinations implemented within mandated timeframe*	N/A	N/A	97%	97%
Evaluations of State overpayment forms completed timely (45 days)*	N/A	N/A	87%	87%
Healthy San Diego enrollees who fail to choose a health plan (not to exceed)*	N/A	N/A	20%	20%

* For Fiscal Years 2004-06, the Agency has differentiated performance measures between the regions and the Regional Program Support division, which supports Regional Operations. As such, all measures listed above are new measures.



Staffing by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Administration	49.00	52.00	6.12	52.00	0.00
County Medical Services	26.00	25.00	(3.85)	25.00	0.00
Self Sufficiency Services and Support	110.00	60.00	(45.45)	60.00	0.00
Total	185.00	137.00	(25.95)	137.00	0.00

Budget by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Administration	\$ 16,136,623	\$ 15,404,410	(4.54)	\$ 15,514,387	0.71
County Medical Services	68,962,468	66,483,159	(3.60)	66,282,069	(0.30)
Child Care Planning Council	1,029,669	1,009,545	(1.95)	1,009,545	0.00
Self Sufficiency Services and Support	10,660,189	8,183,440	(23.23)	8,074,451	(1.33)
Total	\$ 96,788,949	\$ 91,080,554	(5.90)	\$ 90,880,452	(0.22)

Budget by Categories of Expenditures

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 12,477,244	\$ 10,212,096	(18.15)	\$ 10,523,142	3.05
Services & Supplies	83,788,347	80,355,100	(4.10)	79,843,952	(0.64)
Other Charges	513,358	513,358	0.00	513,358	0.00
Capital Assets Equipment	10,000	—	(100.00)	—	0.00
Total	\$ 96,788,949	\$ 91,080,554	(5.90)	\$ 90,880,452	(0.22)



Budget by Categories of Revenues

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Fines, Forfeitures & Penalties	2,500,000	2,500,000	0.00	2,500,000	0.00
Intergovernmental Revenues	34,389,043	29,649,017	(13.78)	29,514,017	(0.46)
Charges For Current Services	2,383,993	3,781,598	58.62	3,781,598	0.00
Miscellaneous Revenues	999,819	1,224,819	22.50	999,819	(18.37)
Other Financing Sources	58,560,671	58,032,639	(0.90)	57,831,549	(0.35)
General Revenue Allocation	(2,044,577)	(4,107,519)	100.90	(3,746,531)	(8.79)
Total	\$ 96,788,949	\$ 91,080,554	(5.90)	\$ 90,880,452	(0.22)

Aging & Independence Services



Department Description

Aging & Independence Services (AIS) is committed to improving the lives of seniors and individuals with special needs in San Diego County by providing access to information, case management, health services, advocacy, and community services in a caring and supportive manner. This division serves seniors, disabled adults, abused, elderly and dependent adults, individuals with Human Immunodeficiency Virus (HIV), and others requiring home-based care to prevent institutionalization. AIS also operates the Edgemoor Hospital, a 24-hour skilled nursing facility for patients unable to be cared for in the private sector because of special needs.

Mission Statement

To make people's lives safer, healthier, and self-sufficient by managing essential services.

2003-04 Accomplishments

Strategic Initiative – Kids

- Initiated an intergenerational program at San Pasqual Academy, a state-of-the-art residential education campus for foster youth. Currently, 12 older adult mentors matched with youth engage in an array of activities together, while the older adult mentors are provided private housing on campus at a reduced rent.
- Provided technical assistance to community agencies that received \$4 million in funding over three years from the First 5 Commission of San Diego to implement 11 Countywide intergenerational programs. Seniors age 55 and older will serve as mentors to help these children age 5 and under get ready to enroll in school.

Strategic Initiative – Safe and Livable Communities

- Ensured, through the Adult Protective Services Program (APS), that 75% of 7,700 cases referred were not re-referred for services within six months of the case closing.

- Conducted 93% of 7,700 face-to-face APS investigations within 10 days to protect our most vulnerable seniors.
- Received and responded to 68,308 calls this fiscal year, including reports of elder abuse, through the AIS Call Center, an information and referral system for older adults, persons with disabilities and their families.
- Provided 1,811 volunteers through the Retired & Senior Volunteer Program, at 151 non-profit organizations and public agencies throughout the County.
- Negotiated a change in the revenue structure with the Superior Court, resulting in a \$100,000 annual increase in estate fee revenue that will benefit the Public Administration/Public Guardian's program for managing the estates of clients.
- Certified 96% of 19,600 In-Home Supportive Services (IHSS) cases per month within 30 days of application.

2004-06 Objectives

Strategic Initiative – Safe and Livable Communities

- Ensure that Edgemoor Hospital receives a rating in its State annual licensing review indicating substantial compliance.



- Help IHSS clients who currently receive contract services, locate new providers through the IHSS Public Authority when contract services are terminated. Ensure that clients continue to remain in their home instead of being placed in institutions.
- Begin construction of the Edgemoor Healthcare Campus, which will house 192 residents, and improve the quality of life for these patients.
- Ensure that no more than 25% of up to 8,000 APS cases are re-referred within 6 months of the case closing.
- Ensure that 90% of up to 8,000 face-to-face APS investigations are conducted within 10 days of referral.
- \$0.8 net increase in Salaries and Benefits due to negotiated salary and benefit increases offset by a reduction of 29.00 staff years.
- \$0.7 million net increase in Services and Supplies:
 - \$1.9 million increase in Edgemoor Contracted Services, Temporary Contract Help, and Medical, Dental and Lab Supplies.
 - \$0.9 million net increase in Caregiver Program.
 - \$0.4 million increase in Senior Nutrition Contracted Services.
 - \$1.8 million decrease due to the elimination of Acquired Immune Deficiency Syndrome (AIDS) Waiver Program.
 - \$0.7 million net decrease in APS contracted services.
- \$1.1 million increase in Operating Transfers Out for IHSS Public Authority due to increased health benefit costs resulting from changes in State Law.

Required Discipline – Continuous Improvement

- Review 100% of IHSS cases determining potential eligibility for federal funding through the Personal Care Services program (PCSP). This review will allow the County to leverage federal dollars for IHSS.
- Ensure that the County does not lose more than 30% of approximately 200 appeals of IHSS case actions by having good case documentation, reflecting fair and appropriate eligibility and case management decisions.

Changes from 2003-04 Adopted

Staffing

Proposed staffing reduction of 29.00 staff years. These reductions are being proposed due to reductions in State funding for specific programs, inadequate State funding to support the increased cost of doing business, and caseload growth. Reductions will be made in administrative and support functions, including fiscal support staff in the Public Administrator/Public Guardian program. Also, there will be reductions in staff to the Senior Mental Health Team, increasing caseloads for the remainder of the Team.

Expenditure

- Proposed expenditure increase of \$2.6 million:

Revenue

Proposed revenue increase of \$2.6 million:

- \$0.4 million net increase in Intergovernmental Revenues due to increased funding associated with caseload increases.
- \$5.3 million increase in Charges for Current Services and Other Financing Sources revenues for Edgemoor due to increased reimbursement levels.
- \$0.1 million increase in Miscellaneous Revenues due to increases in IHSS revenues.
- \$3.2 million decrease in General Purpose Revenue Allocation as a result of the State's shift of local property tax revenue to the Educational Revenue Augmentation Fund (ERAF), and due to shifting of General Purpose Revenues to other programs and divisions within HHSA.



Significant Changes in Fiscal Year 2005-06

Expenditures and revenues are proposed to decrease by \$0.6 million, with no proposed change in staffing.



Aging & Independence Services

Performance Measures	2003-04 Adopted	2003-04 Estimated Actual	2004-05 Proposed	2005-06 Proposed
In-Home Supportive Services average number of hours of service per month provided each client (not to exceed)	85 hours	78 hours	85 hours ¹	85 hours ¹
In-Home Supportive Services case actions lost on appeal (not to exceed)*	N/A	N/A	30%	30%
In-Home Supportive Services cases potentially eligible for PCSP reviewed*	N/A	N/A	100%	100%
Face-to-face Adult Protective Services Investigations within 10 days	90%	93%	90%	90%
Adult Protective Services clients with closed cases who are not re-referred for a subsequent substantiated event within 6 months	75%	80%	75%	75%

* New measures effective Fiscal Year 2004-05 to better reflect current strategic priorities

¹ The target of 85 hours of service per month is based on the State average for the In-Home Supportive Services Program.



Aging & Independence Services

Staffing by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
In Home Supportive Services	151.00	148.00	(1.99)	148.00	0.00
Edgemoor	351.00	350.00	(0.28)	350.00	0.00
Veterans Services	8.00	8.00	0.00	8.00	0.00
PublicAdministrator/Guardian	42.00	38.00	(9.52)	38.00	0.00
SeniorHealthandSocialServices	70.00	50.00	(28.57)	50.00	0.00
Protective Services	95.50	94.50	(1.05)	94.50	0.00
Administrative and Other Services	27.00	27.00	0.00	27.00	0.00
Total	744.50	715.50	(3.90)	715.50	0.00

Budget by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
In Home Supportive Services	\$ 185,822,092	\$ 187,839,619	1.09	\$ 187,735,394	(0.06)
Edgemoor	24,476,103	27,663,584	13.02	27,928,728	0.96
Veterans Services	680,376	695,128	2.17	696,293	0.17
PublicAdministrator/Guardian	3,082,646	3,151,971	2.25	3,161,034	0.29
SeniorHealthandSocialServices	13,932,433	12,719,412	(8.71)	11,706,264	(7.97)
Protective Services	9,318,947	8,744,633	(6.16)	9,130,689	4.41
Administrative and Other Services	5,395,081	4,468,571	(17.17)	4,355,269	(2.54)
Total	\$ 242,707,678	\$ 245,282,918	1.06	\$ 244,713,671	(0.23)

Budget by Categories of Expenditures

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 47,287,159	\$ 48,076,325	1.67	\$ 48,290,924	0.45
Services & Supplies	186,268,190	186,967,212	0.38	186,183,366	(0.42)
Other Charges	230,000	230,000	0.00	230,000	0.00
Capital Assets Equipment	44,556	26,757	(39.95)	26,757	0.00
Operating Transfers Out	8,877,773	9,982,624	12.45	9,982,624	0.00
Total	\$ 242,707,678	\$ 245,282,918	1.06	\$ 244,713,671	(0.23)



Budget by Categories of Revenues

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Fines, Forfeitures & Penalties	175,200	175,200	0.00	175,200	0.00
Revenue From Use of Money & Property	179,437	179,437	0.00	179,437	0.00
Intergovernmental Revenues	167,419,155	167,810,586	0.23	166,933,373	(0.52)
Charges For Current Services	19,197,534	22,951,988	19.56	22,951,988	0.00
Miscellaneous Revenues	1,190,518	1,290,518	8.40	1,215,518	(5.81)
Other Financing Sources	40,552,285	42,152,285	3.95	42,152,285	0.00
General Revenue Allocation	13,993,549	10,722,904	(23.37)	11,105,870	3.57
Total	\$ 242,707,678	\$ 245,282,918	1.06	\$ 244,713,671	(0.23)

Behavioral Health Services



Department Description

Behavioral Health Services is a continuum of mental health, alcohol and other drug services for children, youth, families, adults, and older adults. Mental health clinicians, alcohol and drug counselors, and peers provide these services in a professional and respectful manner. Behavioral health services include prevention, treatment, and interventions that promote recovery and social well being.

Mission Statement

To make people's lives safer, healthier, and self-sufficient by managing essential services.

Alcohol and Drug Services

Alcohol and Drug Services (ADS) provides leadership, planning, policy development, service coordination, and resource management for a comprehensive system of alcohol and other drug abuse prevention and treatment services. ADS works in partnership with service providers and other County agencies to deliver effective, culturally sensitive, and appropriate alcohol and other drug prevention and treatment services in community settings throughout San Diego County. Alcohol and other drug treatment, recovery and prevention services are provided exclusively through contracts with community-based organizations. ADS also provides treatment services to County probationers and State parolees in lieu of incarceration, as required by California Proposition 36.

2003-04 Accomplishments

Strategic Initiative – Kids

- Provided eligible youth timely access to adolescent drug residential treatment within an average of 13 days.

- Established “social host” ordinances in 15 of the 18 County cities, to hold adults accountable for serving minors alcohol in private residences.

Strategic Initiative – Safe and Livable Communities

- Identified substance abuse disorders early by providing 65,712 screening, brief intervention and referral services to patients served in emergency rooms, trauma, primary care and community settings.
- Provided 1,337 adults timely access to adult residential drug treatment within an average of 7 days.
- Achieved a success rate of 57% among all 505 Proposition 36 clients, indicating these clients, who have been in treatment for at least four months, met the goals of the treatment plan.
- Achieved positive treatment outcomes based on self-reports of 3,371 clients in which 83% said they were alcohol and drug-free six months following treatment.
- Achieved positive employment outcomes for ADS clients based on self-reports of 2,490 clients in which 88% said they were employed six months following treatment.
- Recognized in a recent report by the U.S. Department of Housing and Urban Development for the Serial Inebriate Project as a model program to reduce homelessness.



2004-06 Objectives

Strategic Initiative – Kids

- Increase self-sufficiency for 70% of 580 adolescents successfully discharged from alcohol and drug treatment by ensuring they will either complete high school or the equivalent, or enroll in an educational setting.

Strategic Initiative – Safe and Livable Communities

- Increase health and well being for 55% of 7,300 adult and adolescent participants in an alcohol or drug treatment program for more than 30 days by ensuring successful completion of treatment.
- Ensure that 90% of all 7,300 adult and adolescent participants in an alcohol and drug treatment program for more than 30 days have not engaged in criminal activity resulting in a conviction during the treatment period.
- Increase self-sufficiency for 60% of 3,700 adult clients successfully discharged from alcohol and drug treatment by ensuring they are employed or have initiated employment preparation by the date of discharge.
- Help persons with both substance abuse and mental health problems obtain treatment services by ensuring that a minimum of 50 contracted alcohol and drug treatment programs with capacity to serve this population have a policy that accepts clients and provides services and/or appropriate referrals.

Required Discipline – Regional Leadership

- Begin integration of mental health, alcohol and other drug services into a behavioral health system that is responsive to the needs of children and adults, many of whom have co-occurring substance abuse and mental health problems.

Adult Mental Health Services

Adult Mental Health Services (AMHS) follows the philosophy, principles and practices that emphasizes the reduction of psychiatric hospitalization and provision of opportunities for mental health clients to become productive community members. Cultural diversity in treatment strategies is also emphasized. The population served is Medi-Cal eligible, uninsured, underinsured and/or indigent adults with a diagnosis indicating serious mental illness.

2003-04 Accomplishments

Strategic Initiative – Safe and Livable Communities

- Provided 30,000 eligible adults timely access to mental health outpatient treatment within an average of 9 days.
- Ensured that no more than 23% of 6,100 adult patients discharged from psychiatric hospitalization needed to be readmitted within 30 days of their release by linking those discharged to timely, appropriate services in the community.
- Achieved an average of an 8-point improvement in clients' ability to function across a variety of dimensions—communication, judgment, personal hygiene, social interactions—on the 100-point Global Assessment of Functioning scale for adult mental health clients in 24-hour programs.
- Implemented a recovery-based disease management project (San D/MAP) in two of the five County-operated clinics to improve client services by encouraging active participation. The best scientific evidence is used in prescribing medications, and patients are educated to be active participants in managing their own illness.
- Recognized by the State for having a high performing Homeless Integrated Services program (Assembly Bill [AB] 2034/ Reaching Out and Engaging to Achieve



Consumer Health [REACH]) that provides housing, mental health, and rehabilitation services to 250 homeless mentally ill clients.

- Implemented the Dual Diagnosis initiative by providing training, technical assistance and consultation to 22 contracted programs on integrated treatment approaches for those clients with both substance abuse and mental health problems.

2004-06 Objectives

Strategic Initiative – Safe and Livable Communities

- Ensure an estimated 30,000 eligible adults are assessed by a mental health professional and referred to mental health outpatient treatment within 21 days.
- Ensure that no more than 23% of an estimated 6,000 adult patients discharged from psychiatric hospitalization need to be readmitted within 30 days of their release by linking these clients to effective outpatient treatment.

Required Discipline – Regional Leadership

- Begin integration of mental health, alcohol and other drug services into a behavioral health system that is responsive to the needs of children and adults, many of whom have both substance abuse and mental health problems.

Children's Mental Health Services

Children's Mental Health Services (CMHS) provides aid to children and adolescents who are emotionally disturbed, and their families. CMHS offers a wide variety of mental health services that are comprehensive and community-based ranging from early intervention to residential services. CMHS works in partnership with families, public agencies who serve children and youth, providers and the community to achieve effective outcomes.

2003-04 Accomplishments

Strategic Initiative – Kids

- Prevented the need for out-of-home placement for 96% of 130 seriously emotionally disturbed children and youth who are served by the Children's Mental Health Services (CMHS) Initiative, in which an array of services are provided to improve their well-being and ability to function.
- Provided school-based mental health services to 252 schools, an increase from 235 schools last year. Mental health staff provides assessments, treatment, medication and case management.
- Provided 11,000 eligible children and youth timely access to mental health outpatient treatment within an average of 8 days.

2004-06 Objectives

Strategic Initiative – Kids

- Ensure an estimated 11,000 children and youth are assessed by a mental health professional and referred to mental health outpatient treatment within 21 days.
- Prevent the need for out-of-home placement for 70% of seriously emotionally disturbed children and youth served by the CMHS Initiative.

Required Discipline – Regional Leadership

- Begin integration of mental health, alcohol and other drug services into a behavioral health system that is responsive to the needs of children and adults who have co-occurring substance abuse and mental health problems.

Changes from 2003-04 Adopted

Staffing

- Proposed staffing reduction of 34.49 staff years. These reductions are being proposed due to reductions in State funding for specific programs, inadequate State funding



to support cost of doing business increases and caseload growth, and the State's failure to provide funding for mandated services.

- Administrative and support functions will be reduced across Behavioral Health Services. In addition, for Alcohol and Drug Services, impacts include a reduction in several juvenile justice programs that provide assessment, treatment and case management for juveniles. Also, there will be reductions in several alcohol and drug treatment facilities, and reduction of Proposition 36 treatment services to County probationers and State parolees in lieu of incarceration. For Adult Mental Health Services, the number of beds in long term care facilities for adults with psychiatric disorders will be reduced, and some day rehabilitation clients will be transitioned to less intensive levels of mental health care in the community. For Children's Mental Health Services, some children and youth with serious emotional disorders will receive a lower level of service through the wraparound-based Children's Mental Health Initiative. There will also be a reduction in outpatient, forensic mental health and inpatient capacity for children's mental health. Also built into the Operational Plan is the assumption that additional savings will be achieved through a managed competition process for selected Mental Health Services.
- Decrease of 40.49 staff years, not related to managed competition in Mental Health Services, due to reductions in funding and shifts to a more efficient service delivery model.
- Net increase of 6.00 staff years in Central ADS due to the transfer of six staff from Regional Operations.

Expenditures

Proposed expenditure decrease of \$5.2 million:

- \$2.7 million decrease in Salaries and Benefits.
 - \$3.4 million decrease in Mental Health Services due to planned program efficiencies.

- \$0.6 million net increase in ADS due to the shifting of Regional staff to Central ADS.
- \$2.4 million net decrease in Services and Supplies costs.
 - \$5.8 million net increase in AMHS, including a \$3.2 million increase in AMHS for jail pharmacy costs, and an increase of contracted services aligned with the decrease in Salaries and Benefits.
 - \$3.8 million net decrease in CMHS, primarily in contracted services.
 - \$4.4 million net decrease in ADS, consisting of a reduction of \$5.0 million in contracts, offset by increases in consultant contracts (-\$0.7) and increases in other services and supplies costs.

Revenues

Proposed revenue decrease of \$5.2 million:

- \$2.0 million increase in use of Fund Balance from projected available Agency-wide fund balance in ADS to help mitigate the shortfall in available State funds.
- \$6.4 million decrease for Mental Health Services in Intergovernmental Revenues for State and Medi-Cal revenue to align with State cuts.
- \$5.6 million decrease in Intergovernmental Revenues for ADS due to reductions in State grants, Substance Abuse Recovery Management System (SARMS), and Prop 36 programs.
- \$0.8 million decrease attributable to Charges for Current Services due to outsourcing pharmacy services.
- \$1.6 million increase in Other Financing Sources, associated with Mental Health Realignment and Tobacco Tax Settlement revenue.
- \$4.8 million increase in Miscellaneous Revenues - Federal Individuals with Disabilities Education Act (IDEA) and Federal Emergency Management Agency (FEMA).
- \$0.9 million decrease in General Purpose Revenue Allocation.



Significant Changes in Fiscal Year 2005-06

Expenditures and Revenues are proposed to decrease by \$7.5 million, due to a loss of one-time funding and savings due to the implementation of the more efficient service delivery model, with no proposed changes in staffing.



Behavioral Health Services

Performance Measures	2003-04 Adopted	2003-04 Estimated Actual	2004-05 Proposed	2005-06 Proposed
Adolescents discharged from alcohol and drug treatment who complete high school or the equivalent*	N/A	N/A	70%	70%
Participants in alcohol and drug treatment more than 30 days who do not engage in criminal activity during treatment period*	N/A	N/A	90%	90%
Participants in alcohol and drug treatment more than 30 days who successfully complete treatment*	N/A	N/A	55%	55%
Adults discharged from alcohol and drug treatment who are employed or in employment prep activities*	N/A	N/A	60%	60%
Wait time for adult mental health outpatient treatment	28 days	9 days	21 days ¹	21 days ¹
Adult patients discharged from psychiatric hospitalization readmitted within 30 days	23%	22%	23%	23%
Wait time for children's mental health outpatient treatment	28 days	8 days	21 days ¹	21 days ¹
Residential placement avoided for children and youth served in the CMHS Initiative	70%	95.5%	70% ²	70% ²
Screening, brief intervention and referral services provided for substance abuse disorders**	90,000	65,712 ³	N/A	N/A
Wait time for adolescent residential drug treatment**	25 days	13 days	N/A	N/A
Wait time for adult residential drug treatment**	21 days	7 days	N/A	N/A
Proposition 36 clients (in treatment at least 4 months) successfully completing treatment**	40%	57%	N/A	N/A
Clients alcohol and drug free 6 months after treatment**	80%	83%	N/A	N/A
Clients engaged in employment prep activities or employment 6 months following alcohol and drug treatment**	86%	88%	N/A	N/A
Adult mental health clients GAF Scale levels in 24-hour period**	+8 GAF Points	+8 GAF Points	N/A	N/A

* New measures effective Fiscal Year 2004-05 to better reflect current strategic priorities.



** These measures will not be reported in future Operational Plans as the Agency continues to replace some measures with alternative measures that better reflect current strategic priorities.

¹ Anticipated State budget reductions may impact wait times. The target will be re-visited next fiscal year should performance continue to be significantly better than the target.

² Due to the consolidation of the CMHS Initiative, the population being served will expand to include children and youth requiring a higher level of care (psychiatric hospitalization). As a result, the proposed target remains the same as this year's adopted target, even though high performance levels suggest that the target be raised.

³ Fewer screenings were conducted (65,712) than the Agency target (90,000). The contract for screening, brief intervention and referral services was terminated in December 2003 due to lack of funding.



Behavioral Health Services

Staffing by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Alcohol and Other Drug Services	36.00	42.00	16.67	42.00	0.00
Adult Mental Health Services	425.58	401.75	(5.60)	401.75	0.00
Children's Mental Health Services	212.91	196.25	(7.82)	196.25	0.00
Total	674.49	640.00	(5.11)	640.00	0.00

Budget by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Alcohol and Other Drug Services	\$ 50,588,420	\$ 46,793,478	(7.50)	\$ 44,826,285	(4.20)
Adult Mental Health Services	126,003,660	127,928,178	1.53	123,381,954	(3.55)
Children's Mental Health Services	88,729,698	85,395,572	(3.76)	84,439,508	(1.12)
Total	\$ 265,321,778	\$ 260,117,228	(1.96)	\$ 252,647,747	(2.87)

Budget by Categories of Expenditures

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 52,875,312	\$ 50,156,153	(5.14)	\$ 49,900,536	(0.51)
Services & Supplies	210,062,438	207,661,013	(1.14)	200,449,274	(3.47)
Other Charges	2,379,835	2,333,369	(1.95)	2,331,244	(0.09)
Capital Assets Equipment	37,500	—	(100.00)	—	0.00
Expenditure Transfer & Reimbursements	(33,307)	(33,307)	0.00	(33,307)	0.00
Total	\$ 265,321,778	\$ 260,117,228	(1.96)	\$ 252,647,747	(2.87)

**Budget by Categories of Revenues**

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Fund Balance	—	2,000,000	(100.00)	—	(100.00)
Intergovernmental Revenues	156,014,754	144,051,166	(7.67)	138,975,164	(3.52)
Charges For Current Services	1,670,466	973,751	(41.71)	723,751	(25.67)
Miscellaneous Revenues	270,000	5,024,050	1,760.76	4,095,000	(18.49)
Other Financing Sources	87,872,560	89,434,947	1.78	89,396,793	(0.04)
General Revenue Allocation	19,493,998	18,633,314	(4.42)	19,457,039	4.42
Total	\$ 265,321,778	\$ 260,117,228	(1.96)	\$ 252,647,747	(2.87)



Child Welfare Services



Department Description

Child Welfare Services (CWS) protects children, preserves families, and supports communities by delivering culturally competent, family-centered and child-focused services that focus on safety, permanence, and the well being of children. Staff investigate reports of suspected child abuse and neglect, and provide referrals for early intervention as well as court ordered services for those families and children who must be separated. CWS also administers Polinsky Children's Center, a 24-hour facility for the temporary emergency shelter of children, and San Pasqual Academy, a state-of-the-art residential education campus for foster youth.

Mission Statement

To make people's lives safer, healthier, and self-sufficient by managing essential services.

2003-04 Accomplishments

Strategic Initiative – Kids

- Unified or reunified 98% of 4,700 foster children with a permanent family. These children were reunified with their families, adopted, or placed with a guardian.
- Ensured that 73% of 213 foster children in 12th grade achieved high school completion, which is key to future success.
- Opened 3 homes for the Transitional Living Program on the San Pasqual Academy to assist youth in transitioning from foster care into the community.

2004-06 Objectives

Strategic Initiative – Kids

- Strengthen Child Welfare Services by managing to achieve State and federal accountability outcomes for the safety, permanency and the well being of children. Precise targets for these outcomes have been established. Some of the objectives for safety are:

- Respond within 24 hours to 94.4% of the total number of hotline referrals in order to assist children in need of protective services.
- Ensure that no more than 14.6% of the total number of children who have a substantiated referral of abuse/neglect have a subsequent substantiated referral within 12 months.
- Ensure that 90% of children in homes where the family is receiving services do not have a recurrence of abuse/neglect within 12 months.
- Some of the objectives for permanency are:
 - Ensure that no more than 13.4% of all former foster children re-enter foster care within 12 months of reunification.
 - Place foster children with their own siblings (66.4% of foster children with at least one sibling and 42% with all siblings).
- Ensure that 90% of relative caregiver approvals are completed accurately and within 12 months after original assessment.
- Ensure that by Fiscal Year 2004-05, 75% of all foster youth in the 12th grade achieve high school completion (diploma, certificate or equivalent), and 77% by Fiscal Year 2005-06, to promote self-sufficiency, as they become adults.



Required Discipline – Essential Infrastructure

- Develop plans for renovation of a dormitory at the San Pasqual Academy.

Changes from 2003-04 Adopted

Staffing

Proposed staffing reduction of 95.25 staff years. These reductions are being proposed due to reductions in State funding for specific programs, inadequate State funding to support increased cost of doing business, and caseload growth. Child Welfare Services staff will be reduced, including regional, residential and central support staff to social workers, and supervisory and management staff. This will result in elimination or reduction of discretionary, non-mandated levels of service. This includes elimination of a delinquency-based program targeted to certain dependent children.

Other impacts include a reduction in Adoptions staff with potential for reduced adoptive placements, and reduction in the day treatment program at the Polinsky Children's Center.

Expenditure

Proposed increase in expenditures of \$16.1 million:

- \$1.0 million net increase in Salaries and Benefits due to negotiated salaries and benefits offset by the costs associated with the reduction of 95.25 staff years.
- \$4.3 million net increase in Services and Supplies:
 - \$1.5 million increase in appropriations due to estimated one-time costs associated with the State's mandated redesign of the Child Welfare Services Program and implementation of new accountability standards.
 - \$2.1 million net increase for contracts primarily for Promoting Safe and Stable Families (PSSF).

- \$1.2 million increase for facilities and maintenance costs.
- \$0.5 million net decrease in other Services and Supplies to align with expected State budget levels.
- \$10.8 million increase in Other Charges for entitlement payments due to projected increase in caseload growth and costs:
 - \$8.5 million increase for Aid to Adoptive Children payments.
 - \$2.3 million increase for Foster Care payments.

Revenue

- Proposed increase in revenue of \$16.1 million:
- \$9.1 million net increase in Intergovernmental Revenues:
 - \$7.5 million increase in State and federal entitlements associated with the increases in Aid to Adoptive Parents and Foster Care.
 - \$1.8 million increase in PSSF funds.
 - \$0.8 increase in other Social Service revenues to offset increased costs.
 - \$1.0 million decrease in Early Periodic Screening, Diagnosis and Treatment (EPSDT) and Crime Prevention Act of 2000 revenues to align with available funding.
- \$0.3 million net decrease in Miscellaneous Revenues, resulting from \$0.7 million increase in Kinship Support Services Program funding, Substance Abuse and Mental Health Services Administration grant and Kinship Emergency Fund offset by \$1.0 million decrease in anticipated donations for San Pasqual Academy.
- \$7.3 million increase in Other Financing Sources resulting from an operating transfer of Social Services Realignment to fund caseload increases for Foster and Aid to Adoptive Children and for increased costs of doing business.



Significant Changes in Fiscal Year 2005-06

Expenditures and Revenue are proposed to decrease by \$1.5 million, primarily due to reduced Services and Supplies. There is no proposed change in staffing.



Performance Measures	2003-04 Adopted	2003-04 Estimated Actual	2004-05 Proposed	2005-06 Proposed
Response to urgent referral within 24 hours*	95%	95%	94.4%	94.4%
Subsequent substantiated referral of abuse/neglect within 12 months (not to exceed target)*	N/A	N/A	14.6%	14.6%
No-recurrence of abuse/neglect within 12 months for children in homes where the families are receiving services*	N/A	N/A	90%	90%
Foster children re-entering foster care within 12 months of reunification (not to exceed target)*	N/A	N/A	13.4%	13.4%
Foster care children placed with all siblings*	N/A	N/A	42%	42%
Foster care children placed with at least one sibling*	N/A	N/A	66.4%	66.4%
Foster children in 12 th grade who achieve high school completion (diploma, certificate or equiv.)	72%	73%	75%	77%
Foster children in permanent placement who are visited by a caseworker every two months**	90%	95%	N/A	N/A
Number of children placed in adoptive homes**	648	648	N/A	N/A
Children who unify or reunify with a permanent family (reunified with family, adopted, place with guardian)**	90%	98%	N/A	N/A

* These Agency measures are consistent with the framework of Assembly Bill (AB) 636, the Child Welfare System Improvement and Accountability Act of 2001. This framework focuses on outcomes defined in terms of safety, permanency and well being of children, and is consistent with outcomes used in the federal Child and Family Services Review. Precise targets for these outcomes have been established, as this table reflects.

**These measures are being replaced with new measures consistent with the framework of Assembly Bill 636.



Staffing by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Child Welfare Services	568.50	486.00	(14.51)	486.00	0.00
Foster Care	117.75	123.00	4.46	123.00	0.00
Adoptions	155.00	137.00	(11.61)	137.00	0.00
Total	841.25	746.00	(11.32)	746.00	0.00

Budget by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Child Welfare Services	\$ 52,554,491	\$ 56,222,155	6.98	\$ 53,964,015	(4.02)
Foster Care	140,951,501	162,145,483	15.04	162,485,986	0.21
Adoptions	20,616,200	11,900,592	(42.28)	12,358,952	3.85
Total	\$ 214,122,192	\$ 230,268,230	7.54	\$ 228,808,953	(0.63)

Budget by Categories of Expenditures

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 51,908,171	\$ 52,911,445	1.93	\$ 52,763,291	(0.28)
Services & Supplies	18,363,538	22,635,353	23.26	21,324,230	(5.79)
Other Charges	143,850,483	154,721,432	7.56	154,721,432	0.00
Total	\$ 214,122,192	\$ 230,268,230	7.54	\$ 228,808,953	(0.63)

Budget by Categories of Revenues

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Revenue From Use of Money & Property	584,308	584,308	0.00	584,308	0.00
Intergovernmental Revenues	158,428,487	167,511,638	5.73	167,511,638	0.00
Charges For Current Services	284,270	284,270	0.00	284,270	0.00
Miscellaneous Revenues	1,085,314	755,472	(30.39)	755,472	0.00
Other Financing Sources	39,253,170	46,570,228	18.64	46,570,228	0.00
General Revenue Allocation	14,486,643	14,562,314	0.52	13,103,037	(10.02)
Total	\$ 214,122,192	\$ 230,268,230	7.54	\$ 228,808,953	(0.63)



Public Health Services



Department Description

Public health is government working together in partnership with private organizations and community based professionals to promote healthy behaviors, prevent disease and injury, protect individual and community health, assure access to health care, eliminate disparities in health status, protect the environment and increase the years and quality of healthy life. The functions of assessment, assurance and policy and program development are core activities for the field of public health. Providing public health protection for County residents is a multidisciplinary and collaborative effort, involving other County Groups, as well as the local health care provider network, communities and individuals.

Mission Statement

To make people's lives safer, healthier, and self-sufficient by managing essential services.

2003-04 Accomplishments

Strategic Initiative – Kids

- Fully immunized 87% of 2,403 two-year old children served by the regional public health centers, exceeding the recent State (67%) and national (64%) rates for fully immunized children.
- Ensured that about 75% of 1,500 pregnant women, who did not have prenatal care when they first contacted the Perinatal Care Network, reported receiving prenatal care within 30 days of their first contact, which promotes good birth outcomes.
- Disseminated 54,000 pieces of educational material to increase public awareness about the growing problems of childhood obesity and diabetes.

Strategic Initiative – Safe and Livable Communities

- Achieved all 14 of the federal and State critical benchmarks for bioterrorism preparedness.

- Responded to and initiated an investigation of 95% of 106 cases within 24 hours of report for selected diseases, including response to the E. coli outbreak which required coordination with the County Department of Environmental Health and the State.
- Administered smallpox vaccine to a total of 124 hospital, public health, law enforcement, and other disaster response staff to ensure their preparedness in case of an outbreak.
- Increased by 10%, to a total of 870, the number of physicians, health care, and emergency management personnel enrolled in the Emergency Medical Alert Network (EMAN), an internet-based communication network that links the Health and Human Services Agency (HHSA) with health professionals.
- Ensured that 84% of 15,000 Human Immunodeficiency Virus (HIV) tests were administered to high-risk individuals, so as to delay the onset and prevent the spread of Acquired Immune Deficiency Syndrome (AIDS).
- Ensured that 42% of 600 Tuberculosis (TB) infected contacts began and completed treatment to prevent the spread of this communicable disease.



- Trained 93% of 5,827 total staff in the Health and Human Services Agency on Workforce Readiness and Preparedness curriculum to improve the County's bioterrorism preparedness.
- Provided information to 24,500 community members on the risk factors of obesity and diabetes.

2004-06 Objectives

Strategic Initiative – Kids

- Achieve 85% immunization coverage for approximately 2,500 children age 24 months served by public health centers to prevent the spread of childhood communicable diseases and keep children healthy.
- Ensure at least 60% of approximately 1,500 pregnant women report receiving prenatal care within 30 days of their first contact with the Perinatal Care Network, since proper prenatal care contributes to good birth outcomes.

Strategic Initiative – Safe and Livable Communities

- Conduct 3 drills or exercises with public health staff and with community partners to evaluate the County's level of preparedness for public health hazards and modify written preparedness plans based on findings as appropriate.
- Ensure that a minimum of 95% of cases, for selected diseases, will be contacted and an investigation initiated by Epidemiology staff within 24 hours of report as the first line of defense in protecting the community's health.
- Increase by 80 (from 870 to 950) the number of physicians, healthcare, and emergency management personnel enrolled in EMAN who are alerted when there is a new disease control measure or when a health disaster occurs.

- Ensure 90% of an estimated 600 contacts to infectious TB cases are evaluated, according to the Centers for Disease Control and Prevention standards, to prevent the spread of this communicable disease in the community.
- Ensure that 75% of approximately 15,000 people tested for HIV meet the high-risk definition for HIV in order to prevent and control the spread of infection in San Diego County, which has the third highest number of AIDS cases of all California counties.

Changes from 2003-04 Adopted

Staffing

Proposed staffing reduction of 18.00 staff years. These reductions are being proposed due to reductions in State funding for specific programs, inadequate State funding to support the increased cost of doing business and caseload growth. Administrative and support functions will be reduced across Public Health Services. The impact will be a reduction in public health promotions and community planning activities, including chronic disease prevention activities.

Expenditure

Proposed decrease in expenditures of \$1.2 million:

- \$0.4 million net increase in Salaries and Benefits due to negotiated labor agreements increases, offset by the costs associated with the reduction in staffing of 18.00 staff years.
- \$1.6 million net reduction within Services and Supplies:
 - \$0.5 million decrease in Contracted Services HIV Programs due to a loss of categorical grant funding.
 - \$0.4million decrease in Printing and Office Supplies
 - \$0.2 million decrease in Medical and Lab Supplies.
 - \$0.5 million decrease in other miscellaneous accounts
- \$67,000 reduction in Other Charges due to reductions in anticipated service costs.



Revenue

- Proposed \$1.2 million net in a variety of areas due to anticipated reductions in State and federal revenue and Realignment, offset by increases in fee revenue:
- \$1.6 million reduction in Intergovernmental Revenues due to anticipated reductions in State and federal revenues in Lead Poisoning, non-core Bioterrorism, Immunization Rate analysis, and HIV services.
- \$1.3 million increase in Charges for Current Services, primarily in Vital Record and Emergency Medical Services) EMS fees.
- \$0.8 million decrease in Miscellaneous Revenue due to anticipated reductions in grant funding.
- \$1.2 million reduction in Other Financing Sources, including reductions in Tobacco Settlement and available Health Realignment.
- \$1.1 million increase in General Purpose Revenue Allocation due to increases in Juvenile Probation Physical Health Services.

Significant Changes in Fiscal Year 2005-06

Expenditures and Revenue are proposed to increase by \$0.6 million, with no proposed changes in staffing.



Performance Measures	2003-04 Adopted	2003-04 Estimated Actual	2004-05 Proposed	2005-06 Proposed
Drills or exercises with HHSA staff and community partners conducted*	N/A	N/A	3	3
Number of health care personnel enrolled in the Emergency Medical Alert Network (EMAN)	870	870	950	950
Immunization coverage rate for two year olds in regional public health centers	85%	87%	85%	85%
Women with prenatal appointment within 30 days of contact	50%	75%	60% ¹	60% ¹
Selected communicable diseases cases contacted/investigations initiated within 24 hours	95%	96%	95%	95%
High-risk clients of all those tested for HIV	65%	84%	75% ²	75% ²
Contacts of infectious TB cases evaluated*	N/A	N/A	90%	90%
Federal and State critical preparedness benchmarks achieved (14 total)**	14	14	N/A	N/A
TB infected contacts that are started on treatment complete treatment**	70%	42% ³	N/A	N/A

*New measures effective Fiscal Year 2004-05 to better reflect current strategic priorities.

**These measures will not be reported in future Operational Plans as the Agency continues to replace some measures with alternative measures that better reflect current strategic priorities.

¹ Based on projected funding, the proposed target for prenatal appointments of 60% is less aggressive than high performance levels would suggest it should be.

² As a result of the Agency's success in targeting HIV testing to those at highest-risk, the target was raised for Fiscal Years 2004-06 to 75% from the Fiscal Year 2003-04 target of 65%. The target will be re-visited next fiscal year should performance continue to be significantly above target. Targeting of HIV testing reflects efficient use of public health resources.

³ A lower percentage of tuberculosis-infected contacts (42%) that are started on treatment complete treatment for TB infection than is the Agency target of 70%. A number of efforts are underway to improve results, including: a review of policies and procedures, specialized training of nurses on contact follow-up, streamlined data systems, and an improved quality assurance process.



Staffing by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Administration and Other Services	43.50	42.50	(2.30)	42.50	0.00
Bioterrorism / EMS	43.00	39.50	(8.14)	39.50	0.00
Infectious Disease Control	135.20	126.70	(6.29)	126.70	0.00
Surveillance	96.00	94.50	(1.56)	94.50	0.00
Prevention Services	81.17	77.67	(4.31)	77.67	0.00
Total	398.87	380.87	(4.51)	380.87	0.00

Budget by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Administration and Other Services	\$ 10,823,158	\$ 11,639,623	7.54	\$ 11,219,728	(3.61)
Bioterrorism / EMS	11,289,491	12,186,250	7.94	12,166,657	(0.16)
Infectious Disease Control	24,279,806	23,935,001	(1.42)	23,992,546	0.24
Surveillance	10,840,643	11,021,745	1.67	11,222,726	1.82
Prevention Services	17,785,229	14,584,133	(18.00)	14,950,034	2.51
Ambulance CSA's - Health & Human Services	4,315,023	4,747,658	10.03	5,153,014	8.54
Total	\$ 79,333,350	\$ 78,114,410	(1.54)	\$ 78,704,705	0.76

Budget by Categories of Expenditures

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 30,972,760	\$ 31,376,580	1.30	\$ 31,930,926	1.77
Services & Supplies	46,914,781	45,338,730	(3.36)	45,383,402	0.10
Other Charges	1,566,709	1,500,000	(4.26)	1,500,000	0.00
Capital Assets Equipment	76,000	96,000	26.32	87,277	(9.09)
Expenditure Transfer & Reimbursements	(196,900)	(196,900)	0.00	(196,900)	0.00
Total	\$ 79,333,350	\$ 78,114,410	(1.54)	\$ 78,704,705	0.76



Budget by Categories of Revenues

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Fund Balance	189,100	—	(100.00)	—	0.00
Taxes Current Property	818,400	915,675	11.89	1,024,104	11.84
Taxes Other Than Current Secured	16,800	17,206	2.42	17,524	1.85
Licenses Permits & Franchises	338,507	338,507	0.00	338,507	0.00
Fines, Forfeitures & Penalties	1,971,832	1,869,630	(5.18)	1,869,630	0.00
Revenue From Use of Money & Property	54,900	44,000	(19.85)	44,000	0.00
Intergovernmental Revenues	41,228,503	39,608,404	(3.93)	39,403,878	(0.52)
Charges For Current Services	6,479,869	7,769,876	19.91	8,073,527	3.91
Miscellaneous Revenues	1,452,047	834,938	(42.50)	844,619	1.16
Other Financing Sources	25,872,861	24,666,142	(4.66)	25,038,885	1.51
General Revenue Allocation	910,531	2,050,032	125.14	2,050,031	0.00
Total	\$ 79,333,350	\$ 78,114,410	(1.54)	\$ 78,704,705	0.76

Administrative Support



Department Description

The Agency's support divisions play an important role providing essential financial, administrative, contracts, and planning support to the Agency's regions and divisions. They are essential to maintaining a high level of operational excellence and adherence to required disciplines. Financial and Support Services; Human Resources; Information Technology; Agency Contract Support; and Strategy and Planning divisions are included, as well as the Compliance Office and the Office of Resource Development within the Agency Executive Office.

Mission Statement

To make people's lives safer, healthier, and self-sufficient by managing essential services.

2003-04 Accomplishments

Strategic Initiative – Kids

- Obtained \$125,000 in federal funding for the information technology infrastructure for San Pasqual Academy, in collaboration with the Office of Strategy and Intergovernmental Affairs (OSIA).
- Assisted Child Welfare Services to develop outcome based contracts, including convening community meetings and "industry" days to gather input for a pilot Request for Proposal.
- Hosted parenting conference attended by over 400 parents, providing information on children's health, dental and other community resources.
- Utilized Geographic Information Systems (GIS) for key analyses, such as public transportation accessibility for welfare-to-work clients.

Strategic Initiative – Safe and Livable Communities

- Utilized GIS Consequence Assessment Tool Set, a geospatial tool, for determining the County's level of emergency preparedness.

- Responded to Firestorm 2003 by utilizing GIS to track movement of wildfires relative to Agency facilities.
- Implemented a new state-of-the-art, Quality Assurance Net, a system connecting all emergency service providers on one network to reduce response times during emergency situations.
- Coordinated media activities during West Nile Virus, Severe Acute Respiratory Syndrome (SARS), E. coli and flu outbreaks.
- Obtained \$500,000 in federal appropriations for the reconstruction of the Edgemoor Healthcare Campus.
- Sponsored State legislation requiring background checks for In-Home Supportive Services, in coordination with OSIA.
- Obtained \$7.2 million in grants or revenues for 56 Agency and community programs from federal, corporate and private foundations.
- Conducted twice-yearly evacuation drills at all of the Agency's 32 facilities, and completed planning for the continuation of operations in the event of an emergency for 303 Agency subprograms.

Required Discipline – Fiscal Stability

- Reduced by 12% (over \$260,000 in savings) work-related injuries through safety training and workplace assessments.



Administrative Support

Required Discipline – Information Management

- Provided ongoing coordination and support of release of new financial software; all four modules successfully implemented.
- Communicated to staff up-to-date results on measures of Agency risks and priorities through performance measurement application and products.

Required Discipline – Accountability/Transparency

- Issued an invoice review policy to improve accountability for contract dollars.
- Provided Health Insurance Portability Accountability Act training in all divisions and regions to ensure staff adheres to federal patient confidentiality requirements.
- Implemented an anonymous toll free hotline for employees reporting potential fraud or misconduct.

2004-06 Objectives

Strategic Initiative – Kids

- Participate in the County's review of the child welfare system in order to strengthen the system and respond to State and federal accountability reforms.
- Meet 95% of California Work Opportunities and Responsibility to Kids (CalWORKs) Welfare Information Network milestones to continue to prepare for implementation of this new information system for tracking welfare services.
- Work with OSIA and Washington representatives to obtain additional funding for San Pasqual Academy.

Strategic Initiative – Safe and Livable Communities

- Obtain reimbursement for five times the cost to operate Office of Resource Development in external grants and/or revenues to benefit the community and Agency during tight financial times.

- Ensure Agency subject matter experts are trained by hosting a workshop in developing legislative sponsorship proposals.

Required Discipline – Fiscal Stability

- Initiate 3 revenue projects with the goal of enhancing the management of the Agency's revenues.

Required Discipline – Skilled, Competent Workforce

- Complete 95% of performance reports on time so that staff receives feedback on their performance.

Required Discipline – Information Management

- Conduct 5 workshops on advanced data analysis and usage to educate staff on how to use data to support decision-making.

Required Discipline – Accountability/Transparency

- Develop a performance work statement for 10% of those contracts identified in a performance-based services contracting plan where alternatives to cost reimbursement contracts can be applied.
- Begin ensuring that 70% of Agency has a compliance risk assessment completed by the end of the fiscal year.
- Ensure that 97% of contracts sampled are monitored according to a monitoring plan.
- Conduct 2 operations research reviews to improve program performance and operational efficiencies.

Required Discipline – Continuous Improvement

- Convene 4 "Deep Dives," management team meetings focusing on key performance challenges in Agency programs.

Changes from 2003-04 Adopted

Staffing

Proposed reduction of 23.50 staff years. These reductions are being proposed due to reductions in State funding for specific programs, and inadequate State funding to support



the increased cost of doing business and caseload growth. Reduced staffing will impact administrative service levels to other Agency programs and County departments.

Expenditure

Proposed increased expenditure of \$1.9 million:

- \$0.5 million net increase in Salaries and Benefits due to increased costs of doing business
- \$0.9 million net decrease in Services and Supplies due to \$3.8 million decrease in information technology costs, structural improvement projects, professional and specialized services, and office expenses, offset by \$2.8 million increase in Internal Service Fund (ISF) costs, transfer of Child Abuse Prevention, Intervention & Treatment program, and increases in the Public Health Laboratory remodel project.
- \$0.1 million decrease in Other Charges as a result of the implementation of Oracle Requisition System.
- \$0.1 million decrease in Capital Assets Equipment due to the cancellation of the planned purchase of emergency generators.
- \$2.5 million increase in Management Reserves based on projected Fiscal Year 2003-04 available Agencywide fund balance.

Revenue

Proposed increased revenue of \$1.9 million:

- \$5.4 million increase in Intergovernmental Revenue due primarily to a \$4.3 million increase in Tobacco Tax Settlement for the Public Health Laboratory Remodel project, which includes \$3.0 million of Bio-Terrorism related rollover funds and an increase of \$1.3 million to complete the project, and an increase of \$1.1 million from CalWIN program and Child Abuse State Aid.
- \$0.7 million increase in Charges for Current Services due to projected Child Abuse Fees.
- \$7.4 million decrease in Miscellaneous Revenues to align with projected available funding.
- \$2.1 million net decrease in Other Financing Sources due to an increase in Social Services Realignment, offset by decrease in Securitized Tobacco Settlement funds.
- \$0.5 million decrease in budgeted use of Fund Balance.
- \$5.8 million increase in net General Purpose Revenue Allocation as a result of funding and shifts to other programs and divisions within HHSA.

Significant Changes in Fiscal Year 2005-06

Proposed expenditures will decrease \$2.7 million, primarily due to additional reductions in office expenses, specialized and professional services and structural improvement projects. There is no proposed change in staffing.



Administrative Support

Performance Measures	2003-04 Adopted	2003-04 Estimated Actual	2004-05 Proposed	2005-06 Proposed
Revenue projects initiated*	N/A	N/A	3	3
Dollars obtained by Office of Resource Development for Agency and community programs*	N/A	N/A	\$2.7 million	\$2.7 million
Milestones for new welfare services information system achieved*	N/A	N/A	95%	95%
Performance work statements developed for contracts identified in contracting plan*	N/A	N/A	10%	10%
Performance reports completed on time	95%	96%	95%	95%
Workshops on advanced data analysis and usage convened*	N/A	N/A	5	5
Contracts (sampled) that have monitoring plans that meet required elements	90%	100%	97%	97%
Agency priority performance measures that are refreshed in timely fashion in <i>pbviews</i> application**	85%	94%	N/A	N/A

* New measures effective Fiscal Year 2004-05 to better reflect current strategic priorities.

**This measure will not be reported in future Operational Plans as the Agency continues to replace some measures with alternative measures that better reflect current strategic priorities.



Staffing by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Agency Executive Office	21.00	19.50	(7.14)	19.50	0.00
Agency Contract Support	25.00	22.00	(12.00)	22.00	0.00
Financial Services Division	194.00	184.00	(5.15)	184.00	0.00
Human Resources	66.00	62.00	(6.06)	62.00	0.00
Information Technology	13.00	12.00	(7.69)	12.00	0.00
Proposition 10	16.00	16.00	0.00	16.00	0.00
Strategy and Planning Division	30.00	26.00	(13.33)	26.00	0.00
Total	365.00	341.50	(6.44)	341.50	0.00

Budget by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Agency Executive Office	\$ 7,009,269	\$ 10,518,570	50.07	\$ 6,267,802	(40.41)
Agency Contract Support	2,208,487	2,403,372	8.82	2,420,254	0.70
Financial Services Division	23,703,794	23,384,494	(1.35)	23,489,754	0.45
Human Resources	5,725,910	5,642,042	(1.46)	5,681,461	0.70
Information Technology	18,497,636	15,604,860	(15.64)	16,937,662	8.54
Proposition 10	1,253,898	1,268,538	1.17	1,311,796	3.41
Strategy and Planning Division	3,798,415	5,243,239	38.04	5,265,333	0.42
Total	\$ 62,197,409	\$ 64,065,115	3.00	\$ 61,374,062	(4.20)

Budget by Categories of Expenditures

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 25,791,587	\$ 26,316,686	2.04	\$ 27,043,151	2.76
Services & Supplies	36,115,868	35,123,049	(2.75)	31,705,531	(9.73)
Other Charges	69,574	5,000	(92.81)	5,000	0.00
Capital Assets Equipment	220,380	120,380	(45.38)	120,380	0.00
Management Reserves	—	2,500,000	(100.00)	2,500,000	0.00
Total	\$ 62,197,409	\$ 64,065,115	3.00	\$ 61,374,062	(4.20)



Budget by Categories of Revenues

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Fund Balance	3,000,000	2,500,000	(16.67)	2,500,000	0.00
Intergovernmental Revenues	35,504,343	40,961,273	15.37	37,980,513	(7.28)
Charges For Current Services	23,494	676,663	2,780.15	676,663	0.00
Miscellaneous Revenues	7,919,620	540,223	(93.18)	540,223	0.00
Other Financing Sources	25,415,736	23,262,170	(8.47)	24,583,992	5.68
General Revenue Allocation	(9,665,784)	(3,875,214)	(59.91)	(4,907,329)	26.63
Total	\$ 62,197,409	\$ 64,065,115	3.00	\$ 61,374,062	(4.20)

Land Use and Environment Group

Land Use and Environment Group

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**Land Use and Environment Group Summary &
Executive Office**
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**San Diego Geographic Information Source
(SanGIS)**
.....

Trade and Business Development
.....

Agriculture, Weights and Measures
.....

Air Pollution Control District
.....

Environmental Health
.....

Farm and Home Advisor
.....

Parks and Recreation
.....

Planning and Land Use
.....

Public Works
.....

Land Use and Environment Group Summary/Executive Office



Group Description

The Land Use and Environment Group unifies County efforts in environmental conservation, land use planning, environmental safety, consumer and public health protection, economic development, and infrastructure development and maintenance. Staff in the Group work to preserve and enhance our environment, provide recreational opportunities, exercise stewardship for many of our most important environmental assets, encourage responsible development, improve air quality, foster economic growth, and enforce local, state, and federal laws that protect our health, safety, and quality of life.

Mission Statement

To unify the County's efforts in environmental preservation, quality of life, economic development, recreation, and infrastructure development and maintenance.

2003-04 Accomplishments

Strategic Initiative – Kids

- Retrofitted 83 school buses with particulate filters to reduce harmful emissions.
- Designed and implemented a West Nile Virus prevention program with the County Office of Education for school-aged children.
- Enhanced safety in neighborhoods through sidewalk, bicycle lane and pathway projects, including El Capitan bicycle path and sidewalks in Lakeside, Spring Valley, and Fallbrook.
- Supported school safety patrols at 92 schools in cooperation with California Highway Patrol.
- Opened a 2,500 square foot teen center in Lakeside on December 2, 2003 that has served over 1,000 teens.
- Awarded a contract to build a new gym/teen center in Spring Valley (estimated completion Spring 2005).
- Constructed 10 new playgrounds and constructed or renovated 10 ball fields in County parks and other facilities.
- Assisted 19 of 42 local school districts that are subject to the Healthy Schools Act by providing information regarding Integrated Pest Control methods.
- Provided presentations to children and young adults on various topics relating to veterinary medicine. Also instituted an internship program with San Diego State University (SDSU) for biology/pre-vet/pre-med students.
- Provided educational information about agriculture, natural resources, and life skills to 3,000 youth through 4-H programs with academic, support staff, and volunteer assistance.
- Trained 500 families with children in school readiness topics, including nutrition education, food security, early language and literacy development, and social skill building for school success.
- Conducted 50+ demonstrations/activities for 5,700 low-income youth at after-school programs to discuss the importance of consuming fruits and vegetables and being physically active.



Strategic Initiative – The Environment

- Maintained compliance with the federal one-hour ozone standard during calendar year 2003 (continuing the region's attainment status). Recorded the fewest exceedances (six) of the federal eight-hour ozone standard.
- Provided air quality and health effects information and support to the public, other County departments, and the media during Firestorm 2003.
- Protected groundwater resources by ensuring that all Underground Storage Tanks (USTs) complied with State regulations and by reducing the number of non-compliant tanks. Settled one of the largest local UST enforcement cases in history.
- Coordinated development of the Binational Hazardous Materials Prevention and Emergency Response Plan with the City of San Diego and the City of Tijuana.
- Completed draft plan for North County Multiple Species Conservation Program (MSCP) Subarea Plan.
- Continued to advocate for the County's share of State and federal funding for MSCP monitoring and management activities by participating in the Natural Community Conservation Planning Committee (NCCP) meetings and annual lobbying trip to Washington DC. Secured allocation of \$400,000 in grant funding for MSCP planning activities and \$150,000 in grant funding for Special Area Management Plan activities.
- Continued to improve watershed protection and stormwater quality through education and inspection efforts, including updating the Hydrology Manual (available online), issued a pictorial guide to nearly 3,500 agricultural growers and facility operators, and conducting more than 2,500 inspections of construction projects and 150 inspections at agricultural-type facilities.
- Continued culvert, drainage channel, and road cleaning program to keep debris out of rivers, bays, and the ocean – preventing over 30,000 cubic yards of debris from entering county waterways. Received outstanding report from Regional Water Quality Control Board for Stormwater Best Management Practices.
- Initiated formal closure of San Marcos Landfill, gained State approvals, and awarded contracts for soil procurement and construction.
- Acquired 1,700 acres of open space in the Multiple Species Conservation Program (MSCP) pre-approved mitigation area, Otay Valley Regional Park, and other critical park and open space areas.
- Updated informational materials and hosted a training session presented by California Department of Food and Agriculture on new organic production laws and regulations for enforcement officials, third party certifiers and the regulated industry.
- Since the LUEG Grants Program inception in May 2003, LUEG programs have submitted 167 grant proposals with project requests totaling over \$70 million. LUEG programs were awarded 50 grants totaling over \$16 million for priority projects. In addition, funds totaling nearly \$4 million were appropriated to pass State and federal grant funds through to local programs.

Strategic Initiative – Safe and Livable Communities

- Provided immediate response to Firestorm 2003 by reporting to the County Emergency Operations Center to coordinate fire activities.
- Coordinated County of San Diego Firestorm 2003 activities with the State of California Department of Forestry and Fire Protection.
- Coordinated Firestorm 2003 Safety and Damage Assessment Teams made up of County employees from the departments of Planning and Land Use, Public



Works, Environmental Health and an employee from the City of El Cajon. LUEG employees served as part of the Cedar Fire and Paradise Fire Teams.

- Provided air quality and health effects information to the public, other County departments, and the media during Firestorm 2003.
- Coordinated Firestorm 2003 recovery, including establishment of Hotlines and three Local Assistance Centers within days of the fires to provide one-stop assistance for victims, a \$7.5 million fire debris removal program, and initiation of aggressive cost recovery efforts from State and federal agencies.
- Initiated the County's \$5 million post-fire erosion control program before Firestorm 2003 fires were extinguished to protect homes and roads; completed surveys, design and implementation within 90 days.
- Established homeowner erosion control centers at five County road stations in response to fires. Conducted more than 1,000 assessments and provided erosion control material to more than 3,000 homeowners.
- Supported Firestorm 2003 activities by monitoring fire debris deposited at landfills; ensuring Small Water Systems were providing potable water; and providing technical advice and response as necessary for hazardous materials issues through the Hazardous Incident Response Team (HIRT).
- Organized Halloween festivals at three community centers during Firestorm 2003, drawing more than 1,300 participants with less than 48 hours notice.
- Formed a strike team to quickly re-open fire-damaged parks--including Lake Jennings, a portion of William Heise, and Louis Stelzer--without additional resources.
- Replaced over 10,200 feet of fire-damaged roadside guardrails and removed over 2,200 abandoned and destroyed vehicles as a result of Firestorm 2003.
- Initiated several process improvements to reduce building counter wait times for regular customers as well as for fire victims, as follows: added planning staff; created a quieter, more professional and comfortable atmosphere for both customers and staff; created a streamlined *Residential Plan Submittal Worksheet* for fire victims; created the *Firestorm 2003 Guidance Information – Helpful Hints Before You Start Drawing Plans* document; expedited plan review and fee waiver for victims of Firestorm 2003; expanded building operations in the San Marcos Office by adding a new engineer.
- Agriculture, Weights and Measures (AWM) staff conducted an agricultural damage assessment survey of the Firestorm 2003 areas, estimating that 8,258 acres suffered damage at a cost of \$28.5 million.
- Continued implementing the Complaint Resolution Protocol to effectively respond to public complaints regarding air pollution.
- Established the wholesale food warehouse to help ensure safe and secure food distribution.
- Completed eight traffic modeling maps for General Plan 2020 based on the 2002 Land Use Distribution Map and seven different land use distribution scenarios. The maps will be presented to the Board of Supervisors in May 2004. General Plan 2020 staff attended thirty-five community planning and sponsor group meetings and town workshops to discuss each individual community's plan and how it will preserve community character.
- Initiated construction of improvements to Valley Center Road in Valley Center; Riverside Drive Road, Mapleview Street and Vine Street sidewalks in Lakeside; Central Avenue drainage and Corral Canyon Road traffic calming measures in Bonita; and Second Street reconstruction in Julian.
- Constructed and began operations of the new Ramona Airport Air Traffic Control Tower.



- Received Board of Supervisors' approval to apply for Propositions 40 and 50 grant funds.
- Completed approximately \$17 million in capital improvement projects for park facilities (part of a six-year \$60 million projected capital budget).
- Implemented a new Consumer Awareness Program that requires retail stores to post a notice to consumers explaining their right to be charged the advertised price for items and providing a toll-free 800 number to report overcharges.
- Joined with San Diego County District Attorney in bringing a multi-county \$1.85 million civil suit concerning price scanner overcharging. \$692,000 in penalties was paid into San Diego County General Fund from this enforcement action.
- Joined with the San Diego City Attorney in bringing a \$2.0 million civil suit against the world's largest producer of mineral fertilizers for selling packaged products in less quantity than represented/labeled. \$49,000 was awarded to the AWM to purchase equipment.
- Collaborated with the local restaurant association, grocers association, institutional food service providers, public health educators, nutritionists, and others to providing food safety updates for professionals on biotechnology, biosecurity, and irradiation.
- Co-sponsored with Workforce Partnership and the San Diego Union-Tribune the 20th Annual Economic Roundtable, with over 200 participants.
- Promoted the County's Strategic Initiatives by coordinating the 2003 Land Use and Environment Group All-Hands Meeting which featured the County's General Management System as the theme.
- Solicited input from the County's customers through the successful completion of the 10th Countywide Customer Satisfaction Survey.

2004-06 Objectives

Strategic Initiative – Kids

- Decrease harmful impacts on children's health through reduction of school bus diesel particulate emissions; used local mitigation fees to leverage state funds.
 - Revise the public pool inspection report to emphasize risk factor violations that contribute to illness, injury, and/or death.
 - Update MSCP Portal website on a monthly basis. The MSCP Portal website includes a "Kids Corner" and provides information for educators and parents.
 - Enhance safety for children in low-income neighborhoods and near schools through sidewalk, bicycle, and equestrian pathway projects. Sidewalk projects will include 16th Street/La Brea Street and Parkside Street in Lakeside; Kenwood Drive, Los Ranchitos Road, and South Barcelona Street in Spring Valley; and Pasadena Road in Fallbrook.
 - Build or replace five playgrounds to provide safe, fun, accessible play areas and physically challenging recreation opportunities.
 - Construct or upgrade five athletic fields to improve opportunities for children to exercise and enjoy team sports.
 - Assist school districts in complying with the Healthy Schools Act by conducting inspections and providing information regarding Integrated Pest Control methods in at least 50% of San Diego's 42 local school districts.
- Required Discipline – Customer Service**
- Monitored service quality by Mystery Shopping every County public office and Phone Shopping every County phone number listed in 411.



- Continue nutrition programs to improve health, nutritional status, and economic self-sufficiency through education for at least 2,000 low-income families and 4,000 students.

Strategic Initiative – The Environment

- Revise rules to further reduce emissions from gasoline stations, solvents, boilers, engines, and gas turbines.
- Continue to protect groundwater resources by ensuring upgrading or closure of at least 50 significantly non-compliant Underground Storage Tanks (USTs).
- Increase the efficiency of Land Use Project processing by reducing the time it takes to review and approve layouts for septic systems to a 14-day average.
- Complete Environmental Impact Report/Study for the North County MSCP Subarea Plan.
- Complete public review of the General Plan 2020 Environmental Impact Report. Present General Plan 2020 Environmental Impact Report to the Board of Supervisors for approval.
- Continue to improve watershed protection and stormwater quality through regional leadership, developing guidance documents, and conducting inspections of construction projects.
- Continue systematic culvert, drainage channel, and road cleaning program to keep debris out of rivers, bays, and the ocean by removing 15,000 cubic yards of debris.
- Complete closure of San Marcos Landfill.
- Install wildlife under-crossings as part of Valley Center Road and Wildcat Canyon Road improvement projects.
- Acquire 500 acres of park and/or preserve land by leveraging federal, State, and private funding with General Fund appropriations.
- Initiate two habitat management plans for major open space areas.
- Obtain approval from the Board of Supervisors for the County Trails Master Plan, with a maintenance plan to cover over 100 miles of trails.
- Promote clean surface and ground water by conducting educational outreach regarding stormwater issues and compliance requirements to 100% of high-risk agricultural businesses, and by conducting evaluations of approximately 1,000 Restricted Materials Permit applications at a level equivalent to a California Environmental Quality Act (CEQA) Environmental Impact Report.
- Eradicate or control 100% of new occurrences of invasive/exotic (non-native) weeds such as Perennial Peppergrass, Arundo, Yellow Star thistle, and Purple Star thistle, as funding allows.
- Develop research-based information helping managers and others deal with plant restoration, erosion issues, and reseeding after catastrophic fires.
- Identify grant priorities for LUEG programs and seek new grants and external funding sources to augment funding and promote Countywide coordination for wildfire recovery and prevention efforts.

Strategic Initiative – Safe and Livable Communities

- Seek full State and federal reimbursement of costs resulting from Firestorm 2003.
- Develop grant proposals to help fund removal of dead and dying trees in cooperation with the Forest Area Safety Taskforce (FAST).
- Continue rebuilding of fire-damaged parks and preserves and complete the reopening of all areas by the end of Fiscal Year 2004-05.
- Prepare public health risk assessment for high priority sources of toxic air contaminants.



- Fully implement the revised food establishment inspection report that emphasizes risk factor violations that can cause illness and/or death. Reengineer the County's food handler training as an intervention tool to reduce risk factor violations.
 - Make plating shops within mixed-use zoning a high priority for education, compliance, and enforcement by inspecting 32 permitted plating shops as scheduled during Fiscal Year 2004-05.
 - Implement a Media and Outreach program to help residents minimize mosquito breeding and prevent the spread of West Nile virus.
 - Complete enhancements to the Building Division's customer queuing system, Q-Matic, at the Ruffin Road Annex. These upgrades will enable customers to be processed at several counters at once, thus reducing overall customer application filing and wait times to an average of 25 minutes.
 - Initiate construction of improvements on Gird Road Bridge, Viejas Bridge, Stage Coach Lane, and Mission Road Phase 2 in Fallbrook; Collier Way Bridge in Harbinson Canyon; Lawson Valley Bridge in Jamul; Los Coches Road, Wildcat Canyon Road, and Maplevue and Ashwood in Lakeside; Black Canyon Bridge in Ramona; Fury Lane at Calle Verde in Rancho San Diego; and Valley Center Road North in Valley Center.
 - Respond to 100% of community requests to discuss traffic calming measures.
 - Provide 20,000 lunches to seniors in Fallbrook, Lakeside, and Spring Valley.
 - Manage to completion approximately \$17 million in capital projects to improve and/or expand park facilities.
 - Support Homeland Security initiative for a safe food supply by inspecting incoming plant materials, by monitoring the environment for infectious plant and animal disease agents, and by participating in intergovernmental animal disease early warning systems.
 - Develop an outreach program and identify research needs related to exotic plant diseases such as Sudden Oak Death.
 - Work with growers minimizing runoff from agricultural properties in fire-damaged areas focusing on reducing sediment and nutrient runoff under normal production practices.
- ### Required Discipline – Customer Service
- Improve customer service delivery by successfully implementing a consistent Email Shopping Program.
 - Improve basic and advanced customer service training and expand implementation within each of the County's five business groups.
 - Lead the Countywide Customer Service Leadership Committee in developing and implementing service improvements.
- ### Executive Office Changes from 2003-04 Adopted
- #### Expenditure
- Proposed Salaries and Benefits increase in the Executive Office of \$0.2 million are a result of negotiated salary and benefit contracts.
- #### Revenue
- General Purpose Revenue allocations in the Executive Office are proposed to increase by \$0.2 million.



Land Use and Environment Group Summary/Executive Office

Staffing by Department

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Land Use and Environment Group	16.00	16.00	0.00	16.00	0.00
San Diego Geographic Information Source (SanGIS)	5.00	5.00	0.00	5.00	0.00
TradeandBusinessDevelopment	3.00	—	(100.00)	—	0.00
Agriculture, Weights and Measures	143.50	135.50	(5.57)	135.50	0.00
Air Pollution Control District	149.00	147.00	(1.34)	147.00	0.00
Environmental Health	278.00	270.00	(2.88)	270.00	0.00
Farm and Home Advisor	7.50	7.50	0.00	7.50	0.00
Parks and Recreation	160.00	161.00	0.63	161.00	0.00
Planning and Land Use	219.00	221.00	0.91	221.00	0.00
Public Works	548.00	526.00	(4.01)	526.00	0.00
Total	1,529.00	1,489.00	(2.62)	1,489.00	0.00

Expenditures by Department

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Land Use and Environment Group	\$ 3,398,169	\$ 3,625,592	6.69	\$ 3,784,124	4.37
San Diego Geographic Information Source (SanGIS)	666,014	689,334	3.50	716,399	3.93
TradeandBusinessDevelopment	400,966	—	(100.00)	—	0.00
Agriculture, Weights and Measures	13,036,775	11,874,721	(8.91)	11,994,970	1.01
Air Pollution Control District	22,285,861	22,477,834	0.86	23,206,950	3.24
Environmental Health	28,275,031	30,053,095	6.29	30,883,509	2.76
Farm and Home Advisor	618,155	569,785	(7.82)	592,979	4.07
Parks and Recreation	20,458,787	19,702,743	(3.70)	20,136,402	2.20
Planning and Land Use	25,984,973	25,480,486	(1.94)	25,640,428	0.63
Public Works	190,442,363	167,774,595	(11.90)	161,541,942	(3.71)
Total	\$ 305,567,094	\$ 282,248,185	(7.63)	\$ 278,497,703	(1.33)



Land Use and Environment Group Summary/Executive Office

Staffing by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Land Use and Environment Executive Office	16.00	16.00	0.00	16.00	0.00
Total	16.00	16.00	0.00	16.00	0.00

Budget by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Land Use and Environment Executive Office	\$ 3,398,169	\$ 3,625,592	6.69	\$ 3,784,124	4.37
Total	\$ 3,398,169	\$ 3,625,592	6.69	\$ 3,784,124	4.37

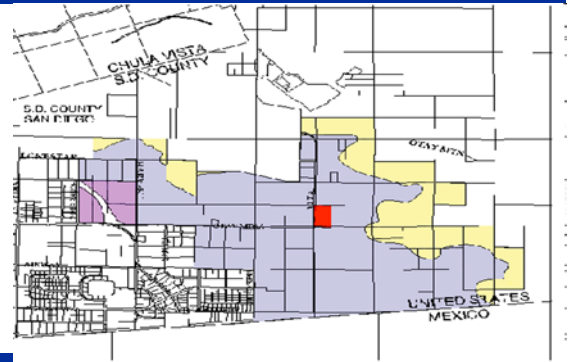
Budget by Categories of Expenditures

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 2,259,783	\$ 2,457,690	8.76	\$ 2,478,658	0.85
Services & Supplies	696,777	726,293	4.24	863,857	18.94
Management Reserves	441,609	441,609	0.00	441,609	0.00
Total	\$ 3,398,169	\$ 3,625,592	6.69	\$ 3,784,124	4.37

Budget by Categories of Revenue

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Miscellaneous Revenues	27,306	27,306	0.00	27,306	0.00
General Revenue Allocation	3,370,863	3,598,286	6.75	3,756,818	4.41
Total	\$ 3,398,169	\$ 3,625,592	6.69	\$ 3,784,124	4.37

San Diego Geographic Information Source (SanGIS)



Department Description

SanGIS was created in July 1997 as a Joint Powers Agreement (JPA) between the County and the City of San Diego. After 13 years of working together to develop a fully integrated Geographic Information System (GIS) in the Regional Urban Information System (RUIS) Project, the County and the City chose to formalize the GIS partnership by creating the SanGIS JPA. SanGIS focuses on ensuring that geographic data is maintained and accessible. The JPA allows SanGIS to enter into data sharing agreements and market data while providing public services more efficiently and at less cost.

Mission Statement

To maintain and promote the use of a regional geographic data warehouse for the San Diego area and to facilitate the development of shared geographic data and automated systems that use that data.

2003-04 Accomplishments

Strategic Initiative – Kids

- Provided mapping resources to students through SanGIS website Map Gallery and interactive mapping capability.
- Created more than 50 over-the-counter maps for student projects.
- Provided students computer access for creation of mapping projects.
- Maintained GIS map layers of all schools, parks and libraries in the County.
- Conducted GIS training presentations in local schools.
- Created Census demographic GIS layers for studies associated with children's health.

Strategic Initiative – The Environment

- Obtained an updated Digital Elevation Model for the entire County to be used to characterize stormwater drainage.

- Acquired color imagery of entire County for network-wide access.
- Acquired updated color infra-red imagery of County for improved analysis of land utilization and habitat preservation.
- Provided a GIS layer locating hazardous materials and contamination sites in the County.

Strategic Initiative – Safe and Livable Communities

- Updated road address data was provided to City and County emergency responders and public safety agencies.
- Produced series of maps for project planning related to Indian Reservations.
- Acquired post fire imagery to support damage assessment and future fire prevention planning.

2004-06 Objectives

Strategic Initiative – Kids

- Continue to provide map resources and access to GIS data to students through the SanGIS website and computers available for student research.
- Conduct GIS training presentations in local schools.



- Provide GIS data to update the Health and Human Services Agency (HHSA) Child Welfare Resource Locator.
- Continue to update GIS map layers of all schools, parks and libraries in the County.

Strategic Initiative – The Environment

- Continue to update GIS layer locating hazardous materials and contamination sites in the County.
- Continue to add to environmental GIS data layers to the SanGIS data warehouse.

Strategic Initiative – Safe and Livable Communities

- Provide GIS data to support the Office of Emergency Services and the emergency response software programs.

- Continue to provide updated road address data to both City and County emergency responders and public safety agencies.

Changes from 2003-04 Adopted

Staffing

There are no proposed staffing changes.

Expenditure

Expenditure increases of \$23,000 are proposed due to increases in negotiated salary and benefit contracts.

Revenue

Revenue increases of \$23,000 are proposed due to a \$13,000 increase in data subscriptions and a \$10,000 increase in General Purpose Revenue Allocations.



Performance Measures	2003-04 Adopted	2003-04 Estimated Actual	2004-05 Proposed	2005-06 Proposed
Data subscription licenses	55	55	60	60
Revenue from data subscriptions	\$250,000	\$240,000	\$275,000	\$275,000
Revenue from storefront sales	\$55,000	\$50,000	\$60,000	\$60,000
Revenue from Internet sales	\$50,000	\$40,000	\$55,000	\$55,000
Maps/services provided to County departments	150	100	120	130



San Diego Geographic Information Source (SanGIS)

Staffing by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
San Diego Geographic Information Source (SanGIS)	5.00	5.00	0.00	5.00	0.00
Total	5.00	5.00	0.00	5.00	0.00

Budget by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
San Diego Geographic Information Source (SanGIS)	\$ 666,014	\$ 689,334	3.50	\$ 716,399	3.93
Total	\$ 666,014	\$ 689,334	3.50	\$ 716,399	3.93

Budget by Categories of Expenditures

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 369,784	\$ 393,104	6.31	\$ 420,169	6.88
Services & Supplies	296,230	296,230	0.00	296,230	0.00
Total	\$ 666,014	\$ 689,334	3.50	\$ 716,399	3.93

Budget by Categories of Revenues

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Intergovernmental Revenues	379,873	393,104	3.48	420,169	6.88
General Revenue Allocation	286,141	296,230	3.53	296,230	0.00
Total	\$ 666,014	\$ 689,334	3.50	\$ 716,399	3.93

Trade and Business Development



Department Description

The Office of Trade and Business Development worked to enhance the San Diego region's economy by working with companies to create and retain high value-added jobs through attraction and retention efforts, assisting local companies with their expansion plans, and identifying opportunities that foster a business-friendly environment. Trade and Business Development lent its support to the business community through the Early Assistance Program, permit expediting process, financial incentives, site search assistance, grant solicitation, and an ombudsperson to guide individuals through the process.

Economic development has changed in the region. There are established Economic Development Corporations (EDC) in North County, South County, East County, and Southeast County. In addition, the San Diego Regional Economic Development Corporation (EDC) has assumed a region-wide perspective. With the strength of these partners and our enhanced relationships, we can reduce County resources and empower the EDCs to assist with economic development efforts in all subregions of the County. The slower economy has resulted in job creation efforts dwindling as companies add fewer staff. As a result, this program was eliminated mid-year.

Mission Statement

Encourage and sustain economic prosperity in San Diego County.

2003-04 Accomplishments

Strategic Initiative – Kids

- Assisted with the transition of welfare to work through aggressive marketing of incentives for hiring welfare recipients.

Strategic Initiative – The Environment

- Advanced economic welfare and development through successful business attraction, retention and expansion efforts.

Strategic Initiative – Safe and Livable Communities

- Assisted County departments to develop business continuity plans to use in maintaining core services during emergencies.
- Co-sponsored with Workforce Partnership and The San Diego Union-Tribune 20th Annual Economic Roundtable, with over 200 participants.

Changes from 2003-04 Adopted

The Office of Trade and Business Development will be eliminated.



Performance Measures	2003-04 Adopted	2003-04 Estimated Actual	2004-05 Projected	2005-06 Projected
Job creation	300	N/A	N/A	N/A
Business assistance	150	N/A	N/A	N/A
Early assistance meetings	3	N/A	N/A	N/A
Retention meetings	100	N/A	N/A	N/A
Mentor/Mentee Pilot Program	10	N/A	N/A	N/A



Trade and Business Development

Staffing by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
TradeandBusinessDevelopment	3.00	—	(100.00)	—	0.00
Total	3.00	0.00	(100.00)	0.00	(100.00)

Budget by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
TradeandBusinessDevelopment	\$ 400,966	\$ —	(100.00)	\$ —	0.00
Total	\$ 400,966	\$ 0	(100.00)	\$ 0	(100.00)

Budget by Categories of Expenditures

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 261,844	\$ —	(100.00)	\$ —	0.00
Services & Supplies	139,122	—	(100.00)	—	0.00
Total	\$ 400,966	\$ 0	(100.00)	\$ 0	(100.00)

Budget by Categories of Revenues

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
General Revenue Allocation	400,966	—	(100.00)	—	0.00
Total	\$ 400,966	\$ 0	(100.00)	\$ 0	(100.00)



Agriculture Weights & Measures



Department Description

The Department of Agriculture, Weights and Measures is part of a Statewide network of County Agricultural Commissioners and Sealers of Weights and Measures created by the state legislature in the late 1800's. In addition to the traditional function of enforcing laws and regulations pertaining to pesticide use, exclusion of exotic pests, and equity in the marketplace, the department's focus has been expanded dramatically. Other activities, such as endangered species conservation, certification of farmers' markets and organic farming, as well as wildlife management and veterinary pathology services, are offered in an effort to meet the needs of our diverse community.

Mission Statement

Promote the sustainability of agriculture while protecting the environment and ensuring the health and safety of all citizens. Ensure equity in the marketplace by promoting awareness of laws and regulations and by enforcing them fairly and equally.

2003-04 Accomplishments

Strategic Initiative – Kids

- Sponsored 6th annual Insect Fair and assisted with initial development of an interactive children's garden at Quail Botanical Gardens.
- Assisted 19 of the 42 local school districts that are subject to the Healthy Schools Act by providing information regarding Integrated Pest Control methods.
- Provided numerous presentations to children and young adults on various topics relating to veterinary medicine. Presentations ranged from a fish necropsy for preschool children to a lecture for the inaugural veterinary class at Western University College of Veterinary Medicine regarding veterinary pathology and microbiology. Also instituted an internship program with San Diego State University (SDSU) for biology/pre-vet/pre-med students.

Strategic Initiative – The Environment

- Updated informational materials and hosted a training session presented by California Department of Food and Agriculture on new organic production laws and regulations for enforcement officials, third party certifiers and the regulated industry in order to provide education and facilitate compliance within the industry.
- Participated in a January 2004 community meeting sponsored by the San Diego County Farm Bureau to introduce the Working Landscapes portion of the North County Multiple Species Conservation Program to inform farmers of the advantages of working landscapes.
- Conducted more than 150 onsite stormwater and runoff compliance inspections at agricultural type facilities, including nurseries, greenhouses, golf courses, pest control businesses and cemeteries to ensure compliance with Stormwater regulations; provided informational presentations at industry meetings and issued a pictorial guide to nearly 3,500 growers and facility operators to assist them in recognizing pollutants and in implementing Best Management Practices.
- Eradicated *Salvinia* from the pond at Clairemont High School and eradicated Perennial Peppergrass from La Jolla site near the Salk Institute as components in department's efforts to control invasive/exotic (non-



native) weeds. Continuing successful control efforts on infestations in the San Dieguito River Park and others sites as funding allows.

- Registered new organic growers, which increased active participants by 7.2% from 304 to 326.
- Sought changes to State and federal protocols and obtained federal funding (\$750,000 statewide) that will increase exotic insect trapping in “rural residential” areas in order to reduce the threat of agricultural quarantines.

Strategic Initiative – Safe and Livable Communities

- Pursued federal funding to continue the Agricultural Network (AgNet) through federal legislators, but no federal funding was added for Fiscal Year 2003-04. “AgNet” is a locally- formed network of federal, State and County agricultural and law enforcement agencies that seeks to prevent smuggling and reduce agricultural crime through cooperative efforts.
- Trained 150 pesticide workers in six sessions on fieldworker safety requirements to reduce risk of pesticide illness; provided information to 58 growers regarding the availability of a mobile health clinic that provides health education and tests at grower sites to improve and protect the health of fieldworkers, resulting in new agricultural sites for the mobile clinic.
- Utilized the County’s Animal Disease Diagnostic Laboratory’s necropsy and microbiology capacity to detect diseases that pose threats to human and animal health as part of a continuing strategy to mitigate environmental, health and bio-terrorism risks from infectious animal disease agents. Infectious diseases posing risks to human and animal health that have been detected include rabies, salmonellosis, tularemia, Exotic Newcastle disease, and psittacosis.
- Fostered improved inter-agency coordination on consumer protection matters by actively participating in the San Diego County Consumer Fraud Task Force and working with the California District Attorney’s

Association to develop draft legislation. Also, teamed with the State Division of Measurement Standards in an ongoing investigation of sales of substandard motor fuels.

- Posted all adjudicated scanner, quantity control, and structural pest control enforcement actions on the department’s website to enable consumers and businesses to make informed purchasing choices.
- Held one quarterly meeting for Integrated Pest Management Coordinators in County departments, postponed until May 2004 due to efforts in the Exotic Newcastle Quarantine and the Mexican Fruitfly Quarantine and recovery work due to Firestorm 2003.
- County Agricultural Commissioner currently serves as the local government/consumer representative on the American National Standards Institute’s (ANSI) Homeland Security Standards Panel, which issued draft terrorism preparedness standards to private business and local government.
- Implemented a new Consumer Awareness Program that requires retail stores to post, at each point-of-sale station, a notice to consumers explaining their right to be charged the advertised price for items and providing a toll-free 800 number to report overcharges to the department.
- Joined with the San Diego County District Attorney in bringing a multi-county \$1.85 million civil suit concerning overcharging through scanner checkout systems. Penalties of \$0.7 million were paid into the San Diego County General Fund from this enforcement action.
- Joined with the San Diego City Attorney in bringing a \$2.0 million civil suit against the world’s largest producer of mineral fertilizers for selling packaged products that were less in quantity than represented/ labeled. The Department was awarded \$49,000 from the settlement to purchase equipment.



- Teamed with other departments to develop dead animal disposal guidelines as part of the emergency response to Firestorm 2003.

2004-06 Objectives

Strategic Initiative – Kids

- Sponsor 7th annual Insect Fair and assist in the continuing development of an interactive children's garden at Quail Botanical Gardens.
- Assist school districts in complying with the Healthy Schools Act by conducting inspections and providing information regarding Integrated Pest Control methods in at least 50% of San Diego's 42 primary and secondary local school districts.
- Provide information and encourage educational pursuits by County science students through participation in 100% of approved career days, speaking engagements, fairs, and internships.

Strategic Initiative – The Environment

- Promote clean surface and ground water by conducting educational outreach regarding stormwater issues and compliance requirements to 100% of high-risk agricultural businesses, and by conducting evaluations of approximately 1,000 Restricted Materials Permit applications at a level equivalent to a California Environmental Quality Act (CEQA) Environmental Impact Report.
- Seek a 10% increase in Pest Detection, Pest Exclusion and Wildlife Services funding to increase exotic insect trapping, mitigate the risk of State or federal quarantines on local agricultural products, and protect human health and safety from wildlife.
- Eradicate or control 100% of new occurrences of invasive/exotic (non-native) weeds such as Perennial Peppergrass, Arundo, Yellow Star thistle, and Purple Star thistle, as funding allows.

Strategic Initiative – Safe and Livable Communities

- Assist consumers to make informed retail purchase choices by posting scanner and other enforcement actions on the department's website for 24 months following final local adjudication.
- Support Homeland Security initiative for a safe food supply by inspecting incoming plant materials, by monitoring the environment for infectious plant and animal disease agents, and by participating in intergovernmental animal disease early warning systems.
- Participate in at least five community health fairs to share information on the safe and effective use of pesticides.

Changes from 2003-04 Adopted

Staffing

Proposed decrease of 8.00 staff years to offset reductions in program revenue and General Purpose Revenue Allocations. This reduction includes;

- Transfer of 2.00 staff years to the Department of Planning and Land Use;
- Reduction of 5.00 staff years to partially offset a \$0.6 million reduction in State contract revenue for the High Risk Pest Exclusion Program; and,
- Reduction of 1.00 staff year to offset a proposed reduction in charges for services.

Expenditure

Proposed net decrease of \$1.2 million, due primarily to staffing decreases, negotiated salary adjustments, and some Services and Supplies cost reductions tied to proposed staffing reductions.

Revenue

Proposed net decrease of \$1.2 million is due primarily to:



Agriculture Weights & Measures

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- Decrease of \$0.8 million due to loss of one-time temporary funding for Office of the County Veterinarian on pesticide regulation;
 - Increase of \$0.2 million in Licenses Permits and Franchises and Miscellaneous Revenue;
 - Decrease of \$0.3 million in Intergovernmental Revenues due to,
 - Reduction of \$0.6 million in State contract funding for the High Risk Pest Exclusion Program, and,
 - Net decrease of \$0.1 million from various changes in other revenue sources partially offset by a \$0.4 million increase in Unclaimed Gas Tax revenue;
 - Decrease of \$0.2 million in Charges for Current Services; and
 - Decrease of \$0.2 million in General Purpose Revenue Allocation due to the impact on the County of the Governor's Proposed Budget.



Performance Measures	2003-04 Adopted	2003-04 Estimated Actual	2004-05 Proposed	2005-06 Proposed
Complete 100% of High Risk Pest Exclusion facility visits/inspections as per CDFA contract ¹	10,000	10,000	1,964	1,964
Complete servicing of Pest Detection traps as per CDFA contract ²	319,000	291,350	230,480	230,480
Complete 100% of Pesticide Inspections specified in contractual Negotiated Work Plan with Calif. Dept. of Pesticide Regulation ³	1,400	1,320	1,400	1,400
Complete stringent evaluations of applications for Restricted Material Pesticide Use Permits to protect public health and ensure safe use ⁴	1,000	1,000	1,000	1,000
Complete 100% of Weighing and Measuring Device Inspections sufficient to maintain statutorily mandated frequencies ⁵	35,000	36,000	36,000	36,000

¹ Proposed High Risk Pest Exclusion inspection decreases result from diversion of State funding \$600K (82% loss to County program) to support border inspection stations. High Risk inspections conducted to prevent introduction of exotic pests through plant/produce shipments.

² Pest Detection trap servicing decrease reflects Fiscal Year 2003-04 mid-year revisions to trap placement densities and geographic distribution to comply with changes in State trapping protocols. Fiscal Year 2004-05 proposed servicings reflect proposed workplan and terms of CDFA contract for detection

³ Fiscal Year 2003-04 estimated actual reflects one-time reduction to conduct one-time survey to determine if fieldworkers were receiving adequate notification of treated areas adjacent to work areas. Inspections of pesticide use records, monitoring of use, verification of safety training, equipment/pesticide storage, and proof of proper licensing/permits critical to ensure safe and appropriate use.

⁴ Restricted Material Permits issued after evaluation of pesticide use permit application and consideration of numerous factors including type of material, environmental conditions, proximity to inhabitations, etc. Permit may be issued with restrictions addressing volume, time, location, and other issues to mitigate potential adverse effects.

⁵ Weighing/Measuring Device inspection increases are due to an increase in device populations. Inspections conducted to monitor compliance with tolerance and performance requirements and to verify that owners/users are maintaining devices in correct condition in order to guard against inaccuracies and facilitation of fraud.



Agriculture Weights & Measures

Staffing by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Agriculture, Weights and Measures	143.50	135.50	(5.57)	135.50	0.00
Total	143.50	135.50	(5.57)	135.50	0.00

Budget by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Agriculture, Weights and Measures	12,997,275	11,835,221	(8.94)	11,955,470	1.02
Fish and Wildlife Fund	39,500	39,500	0.00	39,500	0.00
Total	\$ 13,036,775	\$ 11,874,721	(8.91)	\$ 11,994,970	1.01

Budget by Categories of Expenditures

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 10,778,519	\$ 9,650,327	(10.47)	\$ 9,747,069	1.00
Services & Supplies	2,211,756	2,188,894	(1.03)	2,212,401	1.07
Other Charges	40,500	35,500	(12.35)	35,500	0.00
Capital Assets Equipment	6,000	—	(100.00)	—	0.00
Total	\$ 13,036,775	\$ 11,874,721	(8.91)	\$ 11,994,970	1.01

Budget by Categories of Revenues

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Fund Balance	1,523,250	773,250	(49.24)	773,250	0.00
Licenses Permits & Franchises	1,572,030	1,736,550	10.47	1,736,550	0.00
Fines, Forfeitures & Penalties	16,250	16,250	0.00	16,250	0.00
Intergovernmental Revenues	5,808,380	5,534,614	(4.71)	5,534,614	0.00
Charges For Current Services	961,255	803,500	(16.41)	803,500	0.00
Miscellaneous Revenues	53,710	80,236	49.39	81,202	1.20
General Revenue Allocation	3,101,900	2,930,321	(5.53)	3,049,604	4.07
Total	\$ 13,036,775	\$ 11,874,721	(8.91)	\$ 11,994,970	1.01

Air Pollution Control District



Department Description

The Air Pollution Control District (APCD) is a regional agency responsible for attaining federal and State ambient air-related public health standards and implementing associated requirements of federal and State law. The Air Pollution Control Board adopts local rules to control air pollution and long-term regional implementation plans to achieve mandated pollution reductions. The APCD implements the rules and plans through permitting, business inspections, and other regulatory programs. Additionally, the APCD provides public information on air pollution matters, funds emission reduction projects, and monitors pollution levels throughout the region. If pollution levels become elevated, a public advisory is issued.

Mission Statement

To protect the public from the harmful effects of air pollution, achieve and maintain air quality standards, foster community involvement, and develop and implement cost-effective programs meeting State and federal mandates, considering environmental and economic impacts.

2003-04 Accomplishments

Strategic Initiative – Kids

- Allocated \$620,000 to retrofit 83 school buses with particulate filters to reduce harmful school bus emissions.
- Completed participation in Air Resources Board's (ARB) Children's Health Study to determine impacts of ozone and other harmful emissions.
- Initiated educational outreach on health effects of very fine particulate matter (PM2.5) especially to children who are sensitive to PM2.5 health effects.

Strategic Initiative – The Environment

- Continued Carl Moyer program, allocating \$0.8 million to reduce harmful diesel engine emissions from mobile sources.

- Improved regional air quality computer model for ozone attainment demonstration to meet the Environmental Protection Agency (EPA) performance standards.
- Participated in federal and State initiatives and recommendations to the California EPA Interagency Working Group on Environmental Justice (Final Report, Fall 2003). Enhanced communications to environmental justice communities.
- Completed construction permitting for the Palomar Power Plant in Escondido.
- Developed and/or evaluated proposed rules to further reduce emissions from gasoline marketing, boilers, engines, and gas turbines.
- Implemented State and federal regulations for toxic air contaminants including automotive refinishing and residential open burning, and provided compliance assistance to affected businesses, agencies, and the public.
- Drafted revisions to New Source Review rules to address remaining ARB and EPA approval issues.
- Implemented Phase I of the State Enhanced Vapor Recovery Program.



- Continued to implement process improvements and automation to enhance customer service and optimize resource utilization, data availability and management.
- Enhanced electronic filing of permit applications and other official documents. Customer access to electronic permit application forms made available. Work continues on providing electronic filing and payments.
- Implemented PM2.5 forecasting program for public access.
- Conducted diesel particulate matter testing. Assisted ARB with development of diesel particulate matter test method. Participated in statewide development of regulations for diesel engine emissions.
- Continued permitting, inspection, and outreach to regulated sources to ensure compliance. Amended Title V Permit program to reduce administrative burdens to business customers.
- Developed a triennial update of the Regional Air Quality Strategy to expedite attainment of the State ozone standard through cost-effective control measures.
- Maintained compliance with the federal one-hour ozone standard during calendar year 2003 (continuing the region's attainment status). Recorded the fewest exceedances (6) of the federal eight-hour ozone standard.
- Conducted two Pollution Prevention/Regulatory Compliance workshops and 10 classes for business owners focusing on automotive coatings, marine coating operations, drycleaners, and polyester resin coatings.
- Refined the compliance business inspection program to ensure resources aligned with priorities.
- Provided air quality and health effects information and support to the public, other County departments, and the media during Firestorm 2003.

Strategic Initiative – Safe and Livable Communities

- Continued working with other agencies investigating, prosecuting and resolving environmental crimes.

- Continued and augmented special air monitoring project for the federal government to enhance regional security.
- Developed tools for public health risk assessments for regulated sources of air toxics.
- Disseminated air toxics emissions information via website.
- Continued implementing the Complaint Resolution Protocol to effectively respond to public complaints regarding air pollution.

2004-06 Objectives

Strategic Initiative – Kids

- Decrease harmful impacts on children's health through reduction of school bus diesel particulate emissions using local mitigation fees to leverage State funds.
- Promote available air pollution educational resources through outreach to schools to support development of lesson plans on Air Quality.
- Increase materials available on the Kid's page on the District website.
- Implement additional PM2.5 monitoring to enhance health protection.
- Continue Lawnmower Exchange program.

Strategic Initiative – The Environment

- Continue the Carl Moyer Air Quality Attainment Program to reduce harmful diesel particulate emissions from mobile sources using Proposition 40, Clean Air Act and local funds.
- Continue participation in federal and State Environmental Justice Initiatives.
- Continue coordinating multi-media pollution prevention strategies and compliance outreach programs to business customers.



- Run computer models of control strategies to determine impacts on ozone attainment.
- Develop plan for PM_{2.5} attainment demonstration.
- Develop feasible measures to reduce public exposure to fine particulate matter.
- Revise rules to further reduce emissions from gasoline marketing, solvents, boilers, engines and gas turbines.

Strategic Initiative – Safe and Livable Communities

- Prepare public health risk assessment for high priority sources of toxic air contaminants.
- Develop phone-tree notification system for use in critical air emergencies.
- Conduct outreach training on emission reduction techniques for chrome plating facilities.
- Continue special air monitoring project to enhance regional homeland security.
- Enhance inspection program to reduce harmful asbestos emissions from building demolitions.
- Implement diesel engine air toxic control measures, to reduce diesel particulate emissions.
- Initiate promotion of “Car Free” recreational activities through partnerships with other air agencies.

Changes from 2003-04 Adopted

Staffing

- Proposed staffing is decreasing 2.00 staff years due to the elimination of General Purpose Revenue Allocation support to APCD resulting from State budget reductions. These positions were transferred to the Department of Planning and Land Use in mid-Fiscal Year 2003-04.

Expenditure

- Proposed expenditures are increasing a net \$0.2 million due to:
 - Salaries and Benefits increase of \$0.9 million as a result of negotiated labor;
 - Services and Supplies decrease of \$0.5 million as a result of information technology cost containment efforts; and
 - Decrease of \$0.2 million in Operating Transfers Out due to information technology.

Revenue

- Proposed revenues reflect a net increase of \$0.2 million due to:
 - Decrease of \$0.1 million in use of Fund Balance;
 - Increase of \$0.6 million in Licenses, Permits, and Franchises due to annual fee schedule increases;
 - Increase of \$0.1 million in Miscellaneous Revenues;
 - Decrease of \$0.2 million in Other Financing Sources;
 - Decrease in General Purpose Revenue Allocation of \$0.2 million due to lack of funding as a result of State budget reductions.



Performance Measures	2003-04 Adopted	2003-04 Estimated Actual	2004-05 Proposed	2005-06 Proposed
Regulations adopted or amended to improve Air Quality	14	14	12	12
Permit evaluations for new and modified sources	1,600	1620	1600	1600
Number of inspections of permitted and other regulated sources for compliance	9,000	9012	9000	9000
Percent of Permit customers satisfied	95%	98%	95%	95%
Number of Public Complaints investigated (100% of complaints investigated)	N/A	580	600	600
Hours of validated Air Quality measurement and analysis	1,407,994	1,386,544	N/A	N/A
Percent of valid Air Quality monitoring hours ¹	N/A	92%	90%	90%
Number of APCD funded low polluting School Buses in use ¹	N/A	522	550	560
Average number of days not meeting the Federal 8-hour Ozone Standard ¹	N/A	12	11	10

¹ New measure effective Fiscal Year 2003-04 Estimated Actual.



Staffing by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Air Pollution Control District Programs	149.00	147.00	(1.34)	147.00	0.00
Total	149.00	147.00	(1.34)	147.00	0.00

Budget by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
General Fund Contribution to APCD	\$ 199,933	\$ —	(100.00)	\$ —	0.00
Air Pollution Control District Programs	22,085,928	22,477,834	1.77	23,206,950	3.24
Total	\$ 22,285,861	\$ 22,477,834	0.86	\$ 23,206,950	3.24

Budget by Categories of Expenditures

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 13,325,642	\$ 14,198,277	6.55	\$ 14,772,717	4.05
Services & Supplies	4,489,341	3,973,613	(11.49)	4,079,412	2.66
Other Charges	24,450	33,749	38.03	34,626	2.60
Capital Assets Equipment	56,650	82,350	45.37	130,350	58.29
Operating Transfers Out	4,389,778	4,189,845	(4.55)	4,189,845	0.00
Total	\$ 22,285,861	\$ 22,477,834	0.86	\$ 23,206,950	3.24



Budget by Categories of Revenues

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Fund Balance	1,556,681	1,410,395	(9.40)	1,390,897	(1.38)
Licenses Permits & Franchises	6,900,971	7,507,972	8.80	7,742,267	3.12
Fines, Forfeitures & Penalties	532,000	665,320	25.06	665,320	0.00
Revenue From Use of Money & Property	300,000	200,000	(33.33)	215,000	7.50
Intergovernmental Revenues	7,368,015	7,328,320	(0.54)	7,426,738	1.34
Charges For Current Services	1,038,484	1,056,983	1.78	1,134,720	7.35
Miscellaneous Revenues	—	119,000	(100.00)	127,925	7.50
Other Financing Sources	4,389,777	4,189,844	(4.55)	4,504,083	7.50
General Revenue Allocation	199,933	—	(100.00)	—	0.00
Total	\$ 22,285,861	\$ 22,477,834	0.86	\$ 23,206,950	3.24

Environmental Health



Department Description

The Department of Environmental Health (DEH) enhances quality of life by protecting public health and safeguarding environmental quality, educating the public to increase environmental awareness, and implementing and enforcing local, state, and federal environmental laws. DEH regulates the following: retail food safety; public housing; swimming pools; small drinking water systems; mobile-home parks; on-site wastewater systems; recreational water; underground storage tanks and cleanup oversight; and medical and hazardous materials waste. In addition, DEH serves as the solid waste Local Enforcement Agency, prevents disease carried by rats and mosquitoes, and ensures occupational health for County employees.

Mission Statement

Protecting the environment and enhancing public health by preventing disease, promoting environmental responsibility and, when necessary, enforcing environmental and public health laws. Our goal is “Healthy People in Healthy Communities Free From Disease due to the Environment.”

2003-04 Accomplishments

Strategic Initiative – Kids

- Coordinated with the Centers for Disease Control and Prevention to create and pilot a nationally recognized risk assessment system for public swimming pools.
- Designed and implemented a school-aged children’s outreach program element that includes working the Office of Education Splash Mobile and informational videos for the prevention of the West Nile Virus.
- Conducted four educational outreach presentations to elementary and high school students about hazardous materials and hazardous waste in order to increase their awareness about maintaining and improving the environment.

Strategic Initiative – The Environment

- Protected groundwater resources by ensuring that all Underground Storage Tanks (USTs) complied with State regulations. Reduced the number of non-compliant USTs. Settled one of the largest local UST enforcement cases in history.
- Reduced the generation of hazardous waste in the County through the following:
 - Continued to implement the Automotive Repair Pollution Prevention
 - Implemented the San Diego Green Business Program
 - Provided training to County of San Diego employees about changes in the requirements for universal waste
- Coordinated the development of Binational Hazardous Materials Prevention, an Emergency Response Plan, among the County of San Diego, City of San Diego and the City of Tijuana.

Strategic Initiative – Safe and Livable Communities

- Developed a new food facility inspection report with continued emphasis on the prevention of foodborne illness risk factors.



- Revised the West Nile Virus Strategic Response Plan and commenced implementation to minimize public health impact.
- Expanded computer-based safety training to include respirator, office safety and ergonomic modules customized for San Diego County employees.
- Drafted a streamlined first responder hazardous materials business plan to improve transfer of hazardous materials inventory information to local fire departments.
- Established the wholesale food warehouse inspection program that will assist in ensuring food is distributed from a safe and secure food source.
- Conducted seven worksite evaluations that had experienced high numbers of injuries/illnesses.
- Implemented new requirements for the processing of construction demolition and inert materials.
- Identified and properly closed 250 abandoned or unused groundwater wells, to protect the public from physical hazards and protect groundwater resources.
- During Firestorm 2003, Environmental Health oversaw fire debris deposited at landfills, monitored air quality at County facilities, baited for rats in fire ravished areas, provided inspections and guidance regarding food safety, swimming pools and mass feedings at the Local Assistance Centers, performed damage assessment on property affected by the fires, ensured that Small Water Systems were providing potable water, staffed the Local Assistance Centers and the Hazardous Incident Response Team (HIRT), and provided technical advice and response as necessary for hazardous materials issues.

2004-06 Objectives

Strategic Initiative – Kids

- Conduct four educational outreach presentations to elementary and high school children to increase awareness of hazardous materials/waste.
- Conduct three educational outreach presentations to public water parks and swimming pool operator associations to increase the awareness of risk factor violations that contribute to illness, injury and/or death.
- Revise the public pool inspection report to emphasize risk factor violations that contribute to illness, injury and/or death.

Strategic Initiative – The Environment

- Continue to protect groundwater resources by ensuring upgrading or closure of significantly non-compliant USTs. Target: 50 significantly non-compliant tank sites are brought into compliance.
- Continue to promote and assist small businesses with pollution prevention, with a continued emphasis on the automobile repair industry. Target: Four workshops per fiscal year.
- Obtain approval from the Board of Supervisors and Regional Water Quality Control Board for expanded use of alternative onsite wastewater systems.
- Increase the efficiency of Land Use Project processing to reduce the time it takes to review and approve layouts for septic systems. Target: 14-day average.

Strategic Initiative – Safe and Livable Communities

- As a pilot project under the California Environmental Protection Indicator Program (EPIC), work with the biotech/biomedical industry to reduce regulatory non-compliance. Target: 25% reduction in the occurrence of the most common violations in this industry.



- Revise and implement the food establishment inspection report and the food handler training program to emphasize risk factor violations that can cause illness and/or death.
- Reduce the number of abandoned and unused monitoring wells by 30% by 2006, to protect the public from physical hazards and protect groundwater resources.
- Make plating shops within mixed-use zoning a high priority for education, compliance and enforcement. Target: Inspect 32 permitted plating shops as scheduled during Fiscal Year 2004-05.
- Create and implement the wholesale food warehouse educational program by conducting training and distributing educational materials. Target: Conduct two training modules in Fiscal Year 2004-05.
- Maintain average food and pool plan review times for newly constructed or renovated facilities at 10 working days or less.
- Implement a Media and Outreach program to promote resident actions to minimize mosquito breeding and prevent the spread of West Nile virus.
- Conduct worksite evaluations at five high injury worksites to promote safe work practices and reduce workers' compensation costs.
- Continue to provide year round beach water quality information to the public through posting beach closures and advisories at all contaminated beaches.

- Implement Phase II of the First Responder Business Plan by providing electronic information, including digital maps, to 50 local fire departments.

Changes from 2003-04 Adopted

Staffing

- Proposed staffing has been reduced by 8.00 staff years.
 - Four Stormwater Enforcement Program staff years were transferred to the Department of Public Works mid-year.
 - Four staff years were transferred mid-year to the Department of Planning and Land Use.

Expenditure

- Salaries and Benefits appropriations are proposed to increase by \$1.8 million, as a result of negotiated labor contracts.

Revenue

- Revenues are proposed to increase by a net \$1.8 million due to:
 - Increase of \$2.0 million in Board approved fee adjustments and an increase in the transfer from the Vector Surveillance and Control Trust Fund to the General Fund.
 - General Purpose Revenue Allocations are proposed to decrease by \$0.3 million, and will be budgeted in the Department of Public Works to fund the transferred Stormwater program.
 - General Purpose Revenue Allocations are proposed to decrease by \$0.3 million, and will be budgeted in the Department of Public Works to fund the transferred Stormwater program.



Environmental Health

Performance Measures	2003-04 Adopted	2003-04 Estimated Actual	2004-05 Proposed	2005-06 Proposed
Reduce the incident rate of food refrigeration risk factor violations found in retail food facilities by 10% per year (# violations per 1,000 inspections) ¹	N/A	N/A	90	81
Number of significant non-compliant Underground Storage Tanks brought into compliance ¹	N/A	N/A	50	50
Complete review of all Land Use Projects requiring Septic Systems and Water Well permits (# projects)	5,000	6,480	7,000	7,000
Complete review of Septic System Layouts within an average of 14 days (# days) ¹	N/A	N/A	14	14
Conduct food and pool plan reviews within 10 days or less (# days)	10	9	10	10
Reduce the threat to groundwater by properly closing 30% of 1348 abandoned monitoring wells by 2006 (# well closures) ²	109	250	93	93
Complete Inspections and assess risk factors of Food and Housing Division Regulated Businesses ³	38,000	38,000	N/A	N/A
Complete Inspections of Hazardous Materials Regulated Businesses ³	7,640	7,700	N/A	N/A
Contaminated Site Oversight (reviews) ³	1,273	1,148	N/A	N/A
Reduce larvicide usage for mosquito control (gallons) ³	500	521	N/A	N/A
Increase household hazardous waste recycling (lbs) ³	440,000	440,000	N/A	N/A
Reduce the average concentration of MTBE in groundwater dependent areas by 50% by 2006 (ppb) ³	6,000	7,500	N/A	N/A
Perform oversight of fuel-contaminated sites at site-specific rate for full cost recovery (%) ³	57	72	N/A	N/A
Post beach closures and advisories to warn public of contaminated beach waters (incidents) ³	244	123	N/A	N/A

¹ New Performance Measure for Fiscal Year 2004-05.

² Significantly more abandoned monitoring wells have been found and closed than was predicted for Fiscal Year 2003-04.



³ These measures will not be reported in future Operational Plans as the Department of Environmental Health moves towards measures that are outcome-oriented and better represent the County's three Strategic Initiatives.



Environmental Health

Staffing by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Environmental Health	278.00	270.00	(2.88)	270.00	0.00
Total	278.00	270.00	(2.88)	270.00	0.00

Budget by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Environmental Health	\$ 28,275,031	\$ 30,053,095	6.29	\$ 30,883,509	2.76
Total	\$ 28,275,031	\$ 30,053,095	6.29	\$ 30,883,509	2.76

Budget by Categories of Expenditures

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 21,924,374	\$ 23,729,596	8.23	\$ 24,560,010	3.50
Services & Supplies	6,330,657	6,303,499	(0.43)	6,303,499	0.00
Capital Assets Equipment	20,000	20,000	0.00	20,000	0.00
Total	\$ 28,275,031	\$ 30,053,095	6.29	\$ 30,883,509	2.76

Budget by Categories of Revenues

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Licenses Permits & Franchises	15,452,006	16,596,817	7.41	17,427,231	5.00
Fines, Forfeitures & Penalties	255,368	426,195	66.89	426,195	0.00
Intergovernmental Revenues	1,777,686	1,555,580	(12.49)	1,555,580	0.00
Charges For Current Services	8,370,325	9,111,394	8.85	9,111,394	0.00
Miscellaneous Revenues	731,234	972,714	33.02	972,714	0.00
Other Financing Sources	1,390,395	1,390,395	0.00	1,390,395	0.00
General Revenue Allocation	298,017	—	(100.00)	—	0.00
Total	\$ 28,275,031	\$ 30,053,095	6.29	\$ 30,883,509	2.76

Farm and Home Advisor



Department Description

The Farm and Home Advisor Office conducts programs of education and applied research in a three-way partnership with the County of San Diego, University of California (UC) and United States Department of Agriculture. This brings the resources of all three together to address local issues, and to empower individuals and organizations with research-based information to improve themselves and their communities. The Advisors are University extension professionals with expertise in Agriculture and Plant Science, Marine and Natural Resources, Youth Development, Nutrition and Food Safety, Family and Consumer Science, Water Quality and Environmental Issues, Invasive Plants, Home Horticulture/Master Gardeners, and Integrated Pest Management.

Mission Statement

The Farm and Home Advisor/University of California Cooperative Extension brings together education and research resources of the University of California, the United States Department of Agriculture and the County in order to help individuals, families, businesses, and communities address agricultural, environmental protection, horticultural, and public health issues.

2003-04 Accomplishments

Strategic Initiative – Kids

- Provided non-formal education in agriculture, natural resources, and life skills acquisition to 3,000 youth through 4-H programs with academic, support staff and volunteer assistance.
- Trained 500 families with children in school readiness topics through professional and support staff including nutrition education, food security, early language and literacy development, and social emotional skill building for school success.
- Interviewed youth-serving agencies through a University of California graduate intern and support staff assistance to determine youth/adult partnership levels that promote positive youth development.
- Continued to deliver after-school programming to children throughout San Diego County by partnering with various community organizations.
- Sustained youth/adult leadership teams in 35 neighborhoods and communities through training, workshops, and mentoring using volunteers.
- Trained 60 childcare providers and parent groups on safe food handling practices through “Don’t Give Kids a Tummyache” workshops.
- Provided training for seven social service agencies to teach a six-session low-income family resource management program, “Making Every Dollar Count.”
- Collaborated with 136 community agencies delivering research-based nutrition education to 1,990 low-income adults, primarily families with young children.
- Trained 272 teachers through Nutrition Educators who provided nutrition education to 16,268 San Diego County youth from limited resource families.



- Trained and provided technical assistance to 46 teachers in 10 schools and four school districts implementing garden-based nutrition education for 2,417 San Diego County students.
- Conducted over 50 demonstrations/activities for 5,700 low-income youth through nutrition and support staff at after-school programs to discuss the importance of consuming fruits and vegetables and being physically active every day.

Strategic Initiative – The Environment

- Developed Best Management Practices with agricultural producers through our Environmental Issues advisor, professional, and support staff to address water quality issues through self-assessment educational tools, 10 workshops, and 70 individual site visits.
- Worked with the University of California at Riverside, our Environmental Issues Advisor, and staff to develop better methods of poultry manure management for producers.
- Cooperated with the Department of Planning and Land Use and our Avocado Advisor to evaluate the impacts of reclaimed water for avocado production in Ramona.
- Presented six seminars, one field day, and two booths through our Marine Advisor, Program Representative, and support staff for 364 people at marinas and community open houses for boat owners, boating industry associations, government agencies and the public on field demonstration and economic research results on nontoxic boat bottom paints.
- Completed a thirty-minute bilingual television documentary, fact sheet and 16-page booklet on nontoxic boat bottom paints through our Marine Advisor Team. The booklet was disseminated to 900 people with total expected distribution of 7,000. The television documentary aired eight times and will be published on Digital Versatile Disc (DVD) for further distribution.

- Over 12,000 hours were contributed using Master Gardener volunteers to provide home horticulture and pest management information to residents, staffed a horticulture hotline for 6,000 phone and in-person inquiries, and staffed educational exhibits at 15 horticultural events including the 20-day County Fair, contacting 60,000 people.
- Consulted with teachers at 40 schools through Master Gardeners and support staff to start and manage school gardens to increase vegetable consumption by children and to provide an outdoor learning laboratory. One hundred teachers attended the fifth annual “Gardening with Class” conference conducted in cooperation with the Resource Conservation District of Greater San Diego County and the Del Mar Fairgrounds.

Strategic Initiative – Safe and Livable Communities

- Conducted five one-day gardening seminars and a Spring Home Gardening Seminar with over 800 county residents in attendance with Master Gardener and support staff assistance.
- Conducted three gardening classes for blind and visually impaired individuals at the Braille Institute in San Diego through volunteer and staff assistance.
- Surveyed 500 County residents on safe food handling practices at home, using results to increase usefulness of food safety education and outreach efforts by nutrition staff.
- Worked with Department of Environmental Health training leaders at over 50 not-for-profit community organizations (i.e., Kiwanis, 4-H, etc.) about Food Safety for Volunteers; to promote safe food handling practices at events such as street fairs and fund raisers that do not require participants to have food handler cards.
- Conducted “Train-the Trainer” Food Safety Workshops for 95 Women, Infants, and Children (WIC) staff, and nine health care promotions in Spanish.



- Distributed information through nutrition and support staff about the Earned Income Tax Credit at nutrition education sites and classes for low-income consumers.
- Collaborated with the local restaurant association, grocers association, institutional food service providers, public health educators, nutritionists, and others to providing Food Safety Updates for Professionals on biotechnology, biosecurity, and irradiation.
- Established a “San Diego Saves Coalition” of 30 private, government and nonprofit organizations to plan and implement a Countywide campaign that encouraged San Diegans to save for their future and “build wealth, not debt.”
- Collaborated with the County Operations Center Cafeteria in March 2004 (National Nutrition Month), offering informative nutrition exhibits and fun activities to over 175 people, helping them to eat smart, stay healthy, increase fruit and vegetable intake, follow recommended serving sizes, make healthy food choices, keep food safe and increase physical activity.
- Responded to over 500 public service callers with questions about food safety and safe home food preservation.
- Continue nutrition programs to improve health, nutritional status, and economic self-sufficiency through education to at least 2,000 low-income families and 4,000 students.
- Reach at least 3,150 low-income, 9 to 11 year-old youth about the importance of daily fruit and vegetable consumption, physical activity for a healthy life and to reduce the risk of chronic diseases in later life through programs presented by nutrition and other program staff.
- Offer continued garden-based nutrition education and technical assistance to school gardens.
- Train at least 30 childcare providers and parent groups about safe food handling practices through “Don’t Give Kids A Tummyache” workshops.

Strategic Initiative – The Environment

2004-06 Objectives

Strategic Initiative – Kids

- Expand the 4-H Club Program, making it available to more youth in San Diego County.
- Continue the “Off To A Good Start” Program teaching children through training and a website about nutrition, food security, language and literacy development, and social emotional skill building for school success.
- Develop a youth project using youth development, invasive plant advisors, and support staff on the impacts of fire on native plants and have teens monitor fire locations for plant restoration through sequential photos during the next two years.
- Develop research-based information helping managers and others deal with plant restoration, erosion issues, and reseeding after catastrophic fires.
- Present 3 non-toxic boat bottom paint seminars, a booth at 2 marina open houses, a booklet on results of a field demonstration, and evaluate the impact of the 3-year program on non-toxic boat bottom paints for boat owners, the boating industry, and government agencies.
- Continue providing assistance to local agricultural producers through monthly workshops and 80 site visits as part of the Agriculture Water Quality Research and Education Program.
- Continue providing information on invasive plants threatening native plant survival in San Diego County through a brochure series focused on key invasive plants used in the ornamental retail trade and using non-invasive plants as alternatives.



- Work with Boys and Girls Clubs and “5 A Day Power Play!” Campaign assessing the clubs promoting healthy choices versus unhealthy choices, and implement policies and systems to promote a healthy environment.

Strategic Initiative – Safe and Livable Communities

- Work with County departments and the City to develop Integrated Pest Management plans for homeowners to reduce pesticide runoff into riparian and wetland areas.
- Develop Best Management Strategies to deal with wildlife pests in agricultural crops, parks and landscaped areas.
- Identify and expand opportunities to develop innovative new crops for San Diego farmers.
- Develop an outreach program and identify research needs related to exotic plant diseases such as Sudden Oak Death.
- Develop information to assist organic agricultural producers in dealing with pests.
- Work with growers to minimize runoff from agricultural properties in fire-damaged areas focusing on reducing sediment and nutrient runoff under normal production practices.
- Continue partnering with University of California Small Farms Program presenting tax tips, management strategies and a “legal checkup” including an overview of tax codes, steps to get legal affairs in order, spotting and correcting potential legal problems for farmers and agricultural businesses.
- Focus on the need for new crops/alternative enterprises through field trials helping farmers diversify operations and revenue sources. Continue field days with over 100 local growers in blueberry and lychee/longan research using field days as a forum presenting research results and needs that influence adoption of these crops.

- Expand the adult nutrition education program “Learn-at-Home” outreach to individuals that are unable to attend class due to geographical location or personal circumstances. Enroll at least 100 new “Learn-at-Home” participants.
- Provide leadership to the “San Diego Saves” Campaign to implement a Countywide social marketing campaign for low to moderate income San Diegans to “save for their future” and “build wealth, not debt,” enrolling 1,000 “savers” who set specific saving goals, i.e., an emergency fund, plans to track progress and achieve the goal.
- Publish an “Adult Financial Caregiver Guide” for adult children assisting an elderly or infirm parent with financial management and decision-making.
- Collaborate with the County Food Stamp Program to increase program awareness and participation among eligible populations that attend nutrition classes for low-income consumers and families.
- Work with the Internal Revenue Service (IRS) and the Volunteer Income Tax Assistance (VITA) contractors promoting the Earned Income Tax Credit among employers with large eligible populations.

Changes from 2003-04 Adopted

Staffing

- There are no proposed staffing changes.

Expenditure

- Salaries and Benefits are proposed to increase by \$30,000 due to negotiated salary and benefit agreements.
- Services and Supplies are proposed to decrease by \$78,000 due to a reduction in General Purpose Revenues stemming from State budget proposals. This will result in reduced information and response level to residents re: pesticide use, organic production, water



runoff, landscape maintenance, food safety, and school readiness. There will be fewer responses to agricultural producers, community groups, agencies and others in areas related to the Strategic Initiatives - Kids, the

Environment, and Safe and Livable Communities. Printed materials will be cut as well as website support and outreach. Also, fees to attend workshops and to access information will increase.



Performance Measures	2003-04 Adopted	2003-04 Estimated Actual	2004-05 Proposed	2005-06 Proposed
Staff provided administrative assistance for projects, grants and contracts (# projects/total \$ value of projects, grants and contracts) ¹	N/A	79 projects/ \$1,922,850	94 projects/ \$1,925,586	94 projects/ \$1,925,586
Staff provided coordination, assistance, and training for 4-H, Master Gardener and other related volunteer programs (# volunteers, volunteer hours) ¹	N/A	1,025 vol. 373,921 hrs	1,257 vol. 405,226 hrs (> 31,305 hrs)	1,257 vol. 405,226 hrs (> 31,305 hrs)
Achieved consistently high customer service ratings through mystery/phone shopper surveys (5.0 = highest rating) ¹	N/A	5.0	4.8	4.9
Sales of University-produced County-related materials to interested parties conducted by staff (# publications/value of sales) ¹	N/A	290 publications/ \$10,150	300 publications/ \$10,500	300 publications/ \$10,500
Decrease in number of newsletters/communications distributed via U.S. mail; corresponding increase in electronic transmittals (#/% mailed correspondence) ¹	N/A	570,000/ 95%	455,000/ 76%	435,000/ 73%
University Cooperative Ext. Svcs. Received ²	\$2,434,436	\$2,434,436	N/A	N/A
County Cost Per Dollar of Service Received ²	\$0.05	\$0.05	N/A	N/A
Clerical/Field Service Support For Cooperative Agreement-Tech. Assistance to Ag. Industry, Support for Grant & Research Projects; Data Collection For Use Of New Technology (in staff years) ²	8.00	8.00	N/A	N/A
Cost Per Staff Year to Provide Support & Maintenance For UCCE ³ Programs ²	\$53,137	\$53,137	N/A	N/A
Newsletters/Publications/Communications Sent ²	600,000	600,000	N/A	N/A

¹ New measures effective 2003-04 Estimated Actuals – County and University resources are represented.

² Eliminated as the items are cost data rather than measured performance.

³ University of California Cooperative Extension.

**Staffing by Program**

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Farm and Home Advisor	7.50	7.50	0.00	7.50	0.00
Total	7.50	7.50	0.00	7.50	0.00

Budget by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Farm and Home Advisor	\$ 618,155	\$ 569,785	(7.82)	\$ 592,979	4.07
Total	\$ 618,155	\$ 569,785	(7.82)	\$ 592,979	4.07

Budget by Categories of Expenditures

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 416,502	\$ 446,502	7.20	\$ 465,181	4.18
Services & Supplies	201,653	123,283	(38.86)	127,798	3.66
Total	\$ 618,155	\$ 569,785	(7.82)	\$ 592,979	4.07

Budget by Categories of Revenues

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
General Revenue Allocation	618,155	569,785	(7.82)	592,979	4.07
Total	\$ 618,155	\$ 569,785	(7.82)	\$ 592,979	4.07



Parks and Recreation



Department Description

The County Department of Parks and Recreation (DPR) operates nine camping parks, seven regional picnic parks, and over 30,000 acres of parkland and open space, with approximately 100 miles of trails, two historic adobes, a restored stage station, and the Heritage Park Victorian village. Additionally, the department operates 33 local parks, three community recreation centers, and two teen centers in the unincorporated areas of San Diego. Department staff maintain the grounds and equipment at all County Parks, making them safe, clean and enjoyable.

Mission Statement

To preserve regionally significant natural and cultural resources and to provide opportunities for high quality parks and recreation experiences.

2003-04 Accomplishments

Strategic Initiative – Kids

- Evaluated over 200 grant opportunities, applied for 50 grants, and obtained 21 grant awards for \$5.5 million in funding to support facilities and programs for children.
- Youth programming staff attended grant-writing workshops in each quarter.
- Opened a new 2,500 square foot teen center in Lakeside on December 2, 2003 that has served over 1,000 teens.
- Awarded a contract to build a new gym/teen center in Spring Valley, scheduled to be completed by Spring 2005.
- Offered an average of 12 different teen classes and programs each week to promote healthy lifestyles.
- Provided bi-monthly outdoor programs for at-risk youth through collaboration between open space and recreation divisions.
- Provided a wide variety of environmental education programs to local schools and groups, serving over 2,000 students.
- Continued to offer nutrition and fitness classes, leadership development, counseling services, diversity training, homework assistance, tutoring, and field trips, for over 50 different programs for kids.
- Collaborated with Eveoke Dance and Theater to seek funding for art, music, acting, and dance classes at Lakeside and Spring Valley Teen Centers.
- Initiated a “Before-School” daycare program at Fallbrook Community Center and served over 1,500 children.
- Constructed 10 new playgrounds in County parks and other facilities.
- Constructed or renovated 10 ball fields in County parks and other facilities to provide additional locations for children to participate in sports activities.
- Completed landscaping, walkway improvements, and a new pavilion area at Lindo Lake Park.
- Utilized grant funding from the Habitat Conservation Fund to implement 17 different camping, backpacking, surfing, mountain biking, kayaking, rock climbing, and outdoor education programs, serving approximately 300 middle and high-school age youth.



Parks and Recreation

- Provided a wide variety of over 75 age-appropriate program opportunities for over 4,500 kids in the unincorporated areas and spent \$5.5 million in grant funding to support facilities and programs for children.

Strategic Initiative – The Environment

- Completed 10 Community Service Projects, bringing teens to County parks to plant trees and perform park beautification projects.
- Provide 20 environmental education programs, including “Huck Finn Fishing,” to youth from the two teen centers.
- Secured \$5.8 million in grant funding to leverage \$3.9 million in County General Purpose Revenue for open space acquisitions.
- Acquired 1,700 acres of open space in the Multiple Species Conservation Program (MSCP) pre-approved mitigation area, Otay Valley Regional Park and other critical park and open space areas.
- Completed 30 outreach events to advertise parks and recreation programs, and educate public on environmental and wildlife topics.
- Continued to promote the MSCP Portal Website by registering 800 users.
- Participated in the development of the North County Multiple Species Conservation Program plan, targeted for completion in Fiscal Year 2004-05.
- Continued to actively participate in regional open space protection efforts, including multi-agency task forces and/or collaboration on acquisition, field management, fire prevention, and habitat monitoring.
- Continued development of the Community Trails Master Plan targeted for completion in Fiscal Year 2004-05, including 20 public meetings to broaden open space trail management awareness.

Strategic Initiative – Safe and Livable Communities

- Organized Halloween festivals at our three community centers during Firestorm 2003. The festivals drew over 1,300 participants with less than 48 hours notice, as well as rave reviews.
- Secured grants for work crews to restore fire-damaged parks, including an eight-person AmeriCorps crew to work primarily on William Heise trails and up to 40 National Emergency Grant recruits to work at various parks on erosion control and trail restoration.
- Formed a strike team to quickly reopen fire-damaged parks including Lake Jennings, a portion of William Heise and Louis Stelzer, without additional resources.
- Received Board of Supervisors approval to apply for an estimated \$14.0 million of Proposition 40 (The California Clean Water, Clean Air, Safe Neighborhood Parks, and Coastal Protection Act of 2002) funding that is yet to be released by the State of California.
- Provided more than 100 programs and classes of interest to diverse community demographics to promote healthy lifestyles in Spring Valley, Lakeside, and Fallbrook, serving over 20,000 participants.
- Supplied over 25,000 lunches to seniors at three community centers.
- Provided oversight of the Community Action by Lakeside Youth, Lakeside Anti-Violence Association, and mentoring/leadership programs in Spring Valley and Lakeside.
- Continued to provide youth-at-risk programs through the Critical Hours and other programs at Lakeside Teen Center and Spring Valley Teen Center every school day of the year.
- Promoted Parks and Recreation programs by hosting over 250 educational activities and securing over 1,000 positive broadcast, print, and electronic media hits.



- Completed initial development and began testing of a new on-line reservation system to enable park patrons to make reservations over the Internet.
- Leveraged promotional resources by reducing printing costs, redesigning website, and increasing on-line visibility.
- Expanded the Volunteer Trail Patrol program at Volcan Mountain, Santa Ysabel, Hellhole Canyon, and Sycamore Canyon/Goodan Ranch open space preserves.
- Coordinated radio communications with San Diego Police Department at facilities jointly managed with the City of San Diego, including Otay Valley Regional Park, Los Peñasquitos Canyon Preserve, and Mission Trails Regional Park.
- Completed approximately \$17 million in capital improvement projects out of a six-year \$60 million projected capital budget.
- Pursue completion of five new ballfields by CalTrans through the State Route 125 mitigation agreement to improve opportunities for children to exercise and enjoy team sports.
- Pursue and secure \$1.0 million in funding for new recreational facilities in underserved areas of the County.

Strategic Initiative – The Environment

- Acquire 500 acres of park and/or preserve land by leveraging federal, State, and private funding with General Purpose Revenue appropriations.
 - Initiate two habitat management plans for major open space areas.
 - Obtain approval from the Board of Supervisors for the County Trails Master Plan with a maintenance plan to cover over 100 miles of trails.
 - Plant 200 trees at County parks and campgrounds to improve the tree canopy and to provide shade and character.
 - Pursue and obtain adequate funding to provide 10 outdoor adventure and education programs including eco-sensitive camping, backpacking, surfing, mountain biking, kayaking and rock climbing.
 - Coordinate one community service project per month to improve and/or beautify County parks and open space.
 - Expand the volunteer base by 20 volunteers to improve monitoring of open space areas and to deter illegal off-road vehicles and dumping.
 - Conduct 200 environmental Discovery Kit programs including 5,000 student participants.
 - Attend or host 20 environmental education events.
 - Ensure the use of Best Management Practices into construction projects in County parks.
- 2004-06 Objectives**
- Strategic Initiative – Kids**
- Complete construction and opening of the new gymnasium and Teen Center in Spring Valley.
 - Introduce a minimum of five new low-cost programs in Lakeside and Spring Valley that model emerging teen trends.
 - Support at-risk youth through a minimum of 20 programs that include mentoring, critical after-school hour opportunities, and field activities.
 - Register 5,500 preschool and school-aged children in County recreation programs.
 - Determine the feasibility and demand for a licensed pre-school program at Lakeside Community Center.
 - Build or replace five playgrounds to provide safe, fun, accessible play areas and physically challenging recreation opportunities.



Parks and Recreation

- Complete half of planned exotic and/or invasive species removal in the Tijuana River Valley, Otay River Valley, and Los Peñasquitos Canyon to improve the watershed and natural resources in each of the parks.

Strategic Initiative – Safe and Livable Communities

- Continue rebuilding of fire-damaged parks and preserves and complete the reopening of most areas by the end of Fiscal Year 2004-05.
- Obtain resource agency support for fire management plan at San Elijo Lagoon.
- Complete development of new park facilities in Escondido, San Dieguito, Fallbrook, Spring Valley, and Lakeside.
- Promote the health and wellness of children, adults and seniors by offering at least 100 diverse programs of interest to all age groups.
- Provide 20,000 lunches to seniors in Fallbrook, Lakeside, and Spring Valley.
- Conduct recreational needs assessments in Fallbrook, Lakeside, and Spring Valley.
- Establish a volunteer trail patrol for new trail areas in the County Trails Master Plan to improve safety of the recreational trails system.
- Conduct semi-annual emergency response training at all major park facilities.
- Provide greater convenience and additional information to customers through the Internet reservation system and increase on-line reservations by 10 percent.
- Commence development of a master plan for the proposed San Luis Rey River Park.
- Complete a long-term master operator contract for Heritage Park.

- Collaborate with community partners to provide 10 youth diversion programs that address primary contributors to crime, including substance abuse, truancy, and illiteracy.
- Manage to completion approximately \$17 million in capital projects to improve and/or expand park facilities.
- Implement a Proposition 40 spending plan to develop quality facilities that encourage healthy behaviors.

Changes from 2003-04 Adopted

Staffing

- A net increase of 1.00 staff year is proposed for a transfer of a position from the Department of Public Works for capital budget and grant coordination.

Expenditure

- A net decrease of \$0.75 million in budgeted expenditures is proposed. The major changes are as follows:
 - \$0.7 million increase in Salaries and Benefits costs as a result of one additional staff year, additional negotiated salaries and benefits, and a decrease in Extra Help.
 - \$0.7 million net decrease in Services and Supplies in Special Districts based upon estimated maintenance levels and projects.
 - \$0.5 million decrease in Other Charges - Contributions to Other Agencies to reflect a planned reduction in sports field development.
 - \$0.2 million decrease in Capital Assets Equipment required to offset increases in Salaries and Benefits.
 - \$0.1 million decrease in Operating Transfers Out to reflect a reduction in planned projects.

Revenue

- A net decrease of \$0.75 million in budgeted revenue is proposed. The major changes are as follows:



- \$0.6 million net reduction in Charges for Current Services: \$0.25 million increase in Charges in Capital Outlay based upon projects planned; \$0.4 million reduction in Service to Property Owners as \$0.2 million should be budgeted in Taxes Current Property and \$0.2 million is reduced to reflect estimated revenue; and \$0.4 million reduction in Park and Camping fees to correct an error in budgeting and to reflect an anticipated decline in park attendance due to fire bans and an increase in fuel costs.
- \$0.2 million increase in Taxes Current Property offsets the decrease in Charges for Current Services to budget revenue in the correct revenue account.
- \$0.2 million reduction in Licenses Permits and Franchises as Parkland Dedication Ordinance revenue is budgeted to match expenditures.
- \$0.3 million reduction in the use of Fund Balance as expenditures is budgeted to match anticipated revenues in County Service Areas.

Performance Measures	2003-04 Adopted	2003-04 Estimated Actual	2004-05 Proposed	2005-06 Proposed
Number of Parkland acres owned ¹	26,000	31,067	33,000	36,000
Number of Parkland acres owned and managed ¹	32,094	37,326	39,000	42,000
Number of campsite reservations processed ²	34,326	30,000	33,000	36,000
Number of Volunteers/Hours	500/195,053	400/82,488	420/115,000	440/120,000
Customer Satisfaction Survey ³	90%	94%	90%	90%
Number of unduplicated Youth Diversion participants ⁴	930	5,150	5,000	5,500
Number of duplicated participants, Youth Diversion Programs ⁴	30,000	45,519	47,725	49,500

¹ Parkland acres owned increased due to recent acquisitions, such as Barnett Ranch, Boulder Oaks and Seacoast.

² Campsite reservations are expected to be down in Fiscal Year 2003-04 and 2004-05 because of the temporary closure of parks due to Firestorm 2003 and subsequent provisional ban on open fires.

³ The number of volunteers and hours will be less than anticipated because of the permanent cancellation of the Civil War re-enactment at Guajome (75,000 hours) and the temporary closing of some parks due to Firestorm 2003.

⁴ Unduplicated and duplicated youth participants are expected to increase due to the opening of the Lakeside Teen Center.



Parks and Recreation

Staffing by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Parks and Recreation	157.00	158.00	0.64	158.00	0.00
Park Special Districts	3.00	3.00	0.00	3.00	0.00
Total	160.00	161.00	0.63	161.00	0.00

Budget by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Parks and Recreation	\$ 17,369,173	\$ 17,608,267	1.38	\$ 18,013,827	2.30
Park Land Dedication	311,400	72,400	(76.75)	72,400	0.00
Park Special Districts	2,778,214	2,022,076	(27.22)	2,050,175	1.39
Total	\$ 20,458,787	\$ 19,702,743	(3.70)	\$ 20,136,402	2.20

Budget by Categories of Expenditures

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 12,040,100	\$ 12,741,100	5.82	\$ 13,182,368	3.46
Services & Supplies	6,633,611	5,919,689	(10.76)	5,890,005	(0.50)
Other Charges	657,602	217,055	(66.99)	217,055	0.00
Capital Assets Equipment	323,474	119,974	(62.91)	119,974	0.00
Reserves	35,000	35,000	0.00	35,000	0.00
Operating Transfers Out	769,000	669,925	(12.88)	692,000	3.30
Total	\$ 20,458,787	\$ 19,702,743	(3.70)	\$ 20,136,402	2.20



Budget by Categories of Revenues

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Fund Balance	960,634	693,648	(27.79)	564,747	(18.58)
Taxes Current Property	710,866	903,855	27.15	903,855	0.00
Taxes Other Than Current Secured	4,640	12,010	158.84	12,010	0.00
Licenses Permits & Franchises	219,200	57,400	(73.81)	57,400	0.00
Revenue From Use of Money & Property	588,814	587,750	(0.18)	587,750	0.00
Intergovernmental Revenues	204,214	129,318	(36.68)	129,318	0.00
Charges For Current Services	4,538,429	3,974,153	(12.43)	4,047,229	1.84
Other Financing Sources	637,000	669,925	5.17	669,925	0.00
General Revenue Allocation	12,594,990	12,674,684	0.63	13,164,168	3.86
Total	\$ 20,458,787	\$ 19,702,743	(3.70)	\$ 20,136,402	2.20



Planning and Land Use



Department Description

The Department of Planning and Land Use provides land use and environmental review, maintains a comprehensive general plan and zoning ordinance, issues land use and building permits, and enforces building and zoning regulations. It is also responsible for long-range planning through development and implementation of a comprehensive General Plan. Community outreach is achieved through partnerships with local Community Planning and Sponsor Groups.

Mission Statement

Maintain and protect public health, safety and well being. Preserve and enhance the quality of life for County residents by maintaining a comprehensive general plan and zoning ordinance, implementing habitat conservation programs, ensuring regulatory conformance and performing comprehensive community outreach.

2003-04 Accomplishments

Strategic Initiative – Kids

- Conducted one Urban Planning Exercise curriculum at El Camino High School. The curriculum provides high school students with an awareness and knowledge of the land use decision-making process and a chance to experience how various stakeholders with diverse interests can work together, solve problems and generate a project that preserves a community's biodiversity while providing for needed housing or other public facilities.
- Continued High School Outreach Program for at-risk students. The program's goal is to mentor students to encourage continued education. One student was hired.
- Reduced the processing time for children's daycare applications from three months to one month, a 67% reduction.

- Sponsored a "GIS Day" event at Dana Middle school in Point Loma. This event introduced the use of Geographic Information System (GIS) technology for government services to a group of 5th graders.

Strategic Initiative – The Environment

- Continued the Project Issue Resolution Program, which is a formal disagreement resolution/internal escalation process for discretionary permit customers. Fifteen conferences were held in Fiscal Year 2003-04, resulting in the successful resolution of all issues.
- The Department initiated a new program, which offers a "pre-scoping" meeting for discretionary permits customers. This optional meeting was implemented with the intent to address critical issues early in the application review process, thus reducing processing time and costs to customers. To date, four pre-scoping meetings have been held, resulting in the resolution of numerous issues. Customer feedback on this new procedure has been very positive.
- Completed draft plan for North County Multiple Species Conservation Program (MSCP) Subarea Plan.
- Completed and presented 2003 MSCP Annual Report to the Board of Supervisors and the public.
- Continued to advocate for the County's share of State and federal funding for MSCP monitoring and management activities by participating in the Natural



Community Conservation Planning Committee (NCCP) partnership funding meetings and an annual lobbying trip to Washington DC. These efforts resulted in the allocation of \$400,000 in grant funding for MSCP planning activities and \$150,000 in grant funding for Special Area Management Plan activities.

- Continued development of the Watershed Management Plans and implementation of the Watershed Urban Runoff Management Programs and submitted an annual report to the Regional Water Quality Control Board.
- Watershed staff developed a model watershed annual report that all 18 cities and the Port of San Diego used as part of their Fiscal Year 2003-04 annual Watershed reports.
- Continued working with various agencies to protect natural resources such as wetlands, habitat, groundwater, water quality and quantity, by: participating in monthly meetings of the NCCP Committee; hosting monthly meetings of the San Diego Biodiversity Group; and holding one regional habitat monitoring and management protocol workshop.
- Continued work and expansion of the Policy and Stakeholder Committees for the Otay River Special Area Management Plan and the Santa Margarita, San Diego River, Otay and Tijuana River watersheds. The stakeholders committees meet a minimum of once each quarter (16 total meetings were held) to review work completed by consultants and to hold roundtable discussions related to work being done in the watersheds. These meetings will continue until March 2005 when the grant funding runs out.
- General Plan 2020 staff completed eight traffic modeling maps based on the 2002 Land Use Distribution Map and seven different land use distribution scenarios. The eight maps will be presented to the Board of Supervisors in May 2004.
- Conducted Watershed Planning activities via the Project Clean Water Planning Technical Advisory Committee to improve awareness of the importance of planning clean water for the health of all citizens. A total of six meetings were held in Fiscal Year 2003-04.
- General Plan 2020 staff attended thirty-five community planning and sponsor group meetings and town workshops. The topic discussed at each meeting/workshop was the individual community's plan and how it will preserve community character.

Strategic Initiative – Safe and Livable Communities

- Completed Phase I of enhancements to the department's Q-Matic System by purchasing an upgrade of the product's software. Q-Matic is the Building Division's customer queuing system at the Ruffin Road Annex. These upgrades will enable customers to be processed at several counters at once, thus reducing overall customer application filing and wait times. Actual implementation of the enhancements will take place in Fiscal Year 2004-05.
- Migrated off of Pennant Alliance cellular phone service and standardized to one vendor and deleted existing pagers as the new phone provides paging service. This change will result in an overall savings in administrative costs of 19%.
- Initiated several process improvements to reduce building counter wait times for our regular customers as well as for fire victims, as follows: remodeled the Building Permit Public Counter at Ruffin Road resulting in quieter, more professional and comfortable atmosphere for both customers and staff; created a *Residential Plan Submittal Worksheet* for fire victims (a.k.a. Stream Line Form); created the *Firestorm 2003 Guidance Information – Helpful Hints Before You Start Drawing Plans* document; expedited plan review and fee



waiver for victims of Firestorm 2003; expanded building operations in the San Marcos Office by adding a new engineer;

- Provided immediate response to Firestorm 2003 by reporting to the County Emergency Operations Center to coordinate fire activities.
- Coordinated Firestorm 2003 Safety and Damage Assessment Teams made up of County employees from the departments of Planning and Land Use, Public Works, Environmental Health and an employee from the City of El Cajon. Forty-four department employees were part of the Cedar Fire Team; six employees were part of the Paradise Fire Team. The teams worked over 4,900 hours in a 14-day period. A total of 5,219 buildings were assessed.
- Coordinated County of San Diego Firestorm 2003 activities with the State of California Department of Forestry and Fire Protection.
- Provided employees to staff the Local Assistance Centers and Hot Lines established to assist fire victims. Sixty-two Department employees worked over 2,300 hours staffing the centers.
- Removed over 2,200 abandoned and destroyed vehicles as a result of Firestorm 2003.
- Established an internal procedure to identify fire protection issues at the time of project scoping. This new procedure requires the applicant to submit a fire protection plan for review as part of the project.

2004-06 Objectives

Strategic Initiative – Kids

- Conduct Urban Planning Exercise at one County high school, pending grant fund availability, to provide awareness and understanding of the collaborative land use decision-making process to generate a project that preserves a community's biodiversity while providing for public facilities.
- Conduct "GIS Day" event at one County Middle school. This event introduces the use of Geographic Information System (GIS) technology for government services to students.
- Update MSCP Portal website on a monthly basis. The MSCP Portal website includes a "Kids Corner" and provides information for educators and parents.

Strategic Initiative – The Environment

- Complete one Annual Report to the Regional Water Quality Board on the County of San Diego's compliance with Regional Permit requirements for Watershed Urban Runoff Management Programs.
- Complete Environmental Impact Report/Study for the North County MSCP Subarea Plan.
- Complete and present 2004 MSCP Annual Report to the Board of Supervisors and the public.
- Complete Otay River Draft Watershed Management Plan.
- Complete public review of the General Plan 2020 Environmental Impact Report; present General Plan 2020 Environmental Impact Report to the Board of Supervisors for approval.
- Complete work on seven General Plan 2020 Regional Elements.

Strategic Initiative – Safe and Livable Communities

- Educate and inform the public on State stormwater requirements for building permits by holding one Outreach Workshop.
- Provide focused stormwater training to all 29 of the Building Inspection and Plans Examiner staff.
- Complete enhancements to the Building Division's customer queuing system, Q-Matic, at the Ruffin Road Annex. These upgrades will enable customers to be processed at several counters at once, thus reducing overall customer application filing and wait times.



- Continue to provide expedited permit processing for fire victims.

Changes from 2003-04 Adopted

Staffing

- Proposed net increase of 2.00 staff years due to:
 - Decrease of 9.00 staff years in the Code Enforcement and Support Services Divisions and are directly related to reductions in the department's General Purpose Revenue Allocation; and
 - Increase of 13.00 staff years in the Building Division and are directly related to improving customer service, and are 100% offset by revenue from fees. The Board of Supervisors approved these additional staff years in January 2004, as part of the Building Permit and Planning Permit Processing Fee Ordinance revision. The additional positions included 8.00 staff years transferred from other departments – 4.00 staff years from the Department of Environmental Health, 2.00 staff years from Agriculture, Weights, and Measures, and 2.00 staff years from Air Pollution Control District.

Expenditure

- Overall expenditures are proposed to decrease by \$0.5 million, or 1.94% from the Fiscal Year 2003-04 Adopted Operational Plan and consist of:
 - Salaries and Benefits increase of \$2.4 million due to negotiated labor contracts;

- Services and Supplies decrease of \$2.9 million due to one time only consultant costs budgeted in Fiscal Year 2003-04 related to General Plan 2020 and MSCP activities.

Revenue

- Overall revenues are proposed to decrease by a net \$0.5 million from the Fiscal Year 2003-04 Adopted Operational Plan.
 - A decrease of \$0.3 million in Reserve/Designation budgeted in Fiscal Year 2003-2004 to fund one-time only technology enhancements of the Building Division KIVA Permitting System.
 - A decrease in planned use of Fund Balance of \$1.0 million is related to one-time only consultant contracts in the MSCP and GP2020 programs.
 - An increase of \$1.8 million in Licenses Permits/ Franchises and Charges for Current Services is related to negotiated salary increases. A revised Fee and Deposit schedule was approved by the Board of Supervisors in compliance with Board Policy B-29 - Full Cost Recovery.
 - Intergovernmental Revenues decreased \$0.1 million due to reduction in costs associated with grants.
 - A \$0.3 million reduction in Other Financing Sources reflects elimination of one-time only funding related to watershed activities.
 - A decrease of \$0.6 million in General Purpose Revenue allocation reflects the impact on the County of the Governor's Proposed Budget.



Performance Measures	2003-04 Adopted	2003-04 Estimated Actual	2004-05 Projected	2005-06 Projected
Customer Satisfaction Rating (5.0 = Excellent)	4.5	4.4 ¹	4.5	4.5
Building and Zoning Counter Wait Time (in minutes)	15	30 ²	25	20
Met 10 day turnaround for Residential Plan Checks (% goal met)	75%	50% ³	60%	75%
Percent of Building Inspections completed next day	100%	100%	100%	100%
Number of Completed Building Inspections (Average 7 to 8 inspections per permit issued)	55,000	63,000	63,000	63,000
Number of Certificates of Occupancy Issued – Final Building Permits (Verified compliance with State Health & Safety Code)	N/A	N/A	8,000	9,000
Internal Overhead Rate %	14%	13.2%	N/A	N/A

¹ Goal of 4.5 was not met due to an unexpected increase in workload related to Firestorm 2003 causing longer wait times at the building public counter. Additional staffing has been added to address wait times. It is anticipated that workload levels will remain higher than normal through Fiscal Year 2004-2005.

² Performance Measure was changed to include Building Counter wait times. Fiscal Year 2003-2004 Actual includes average wait times for both public counters.

³ Goal was not met due to an unexpected increase in workload related to Firestorm 2003. Additional staffing has been added to address turnaround time. It is anticipated that workload levels will remain higher than normal through Fiscal Year 2004-2005.



Planning and Land Use

Staffing by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Support Services	19.00	17.00	(10.53)	17.00	0.00
Current Planning	47.00	73.00	55.32	73.00	0.00
Resource Planning	27.00	—	(100.00)	—	0.00
Multi-Species Conservation	8.00	11.00	37.50	11.00	0.00
Building	79.00	92.00	16.46	92.00	0.00
Codes Enforcement	22.00	15.00	(31.82)	15.00	0.00
General Plan 2020	17.00	13.00	(23.53)	13.00	0.00
Total	219.00	221.00	0.91	221.00	0.00

Budget by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Support Services	\$ 2,442,092	\$ 2,216,956	(9.22)	\$ 2,274,463	2.59
Current Planning	4,706,309	7,535,977	60.12	7,812,674	3.67
Resource Planning	3,006,189	—	(100.00)	—	0.00
Multi-Species Conservation	2,555,542	2,198,168	(13.98)	1,580,335	(28.11)
Building	8,281,941	10,690,743	29.08	11,077,974	3.62
Codes Enforcement	1,888,867	1,435,698	(23.99)	1,492,274	3.94
General Plan 2020	3,104,033	1,402,944	(54.80)	1,402,708	(0.02)
Total	\$ 25,984,973	\$ 25,480,486	(1.94)	\$ 25,640,428	0.63

Budget by Categories of Expenditures

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 17,727,506	\$ 20,168,604	13.77	\$ 21,149,246	4.86
Services & Supplies	8,173,467	5,311,882	(35.01)	4,491,182	(15.45)
Capital Assets Equipment	84,000	—	(100.00)	—	0.00
Total	\$ 25,984,973	\$ 25,480,486	(1.94)	\$ 25,640,428	0.63

**Budget by Categories of Revenues**

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Reserve/Designation Decreases	\$ 317,000	\$ —	(100.00)	\$ —	0.00
Fund Balance	4,561,765	3,501,062	(23.25)	2,364,878	(32.45)
Licenses Permits & Franchises	6,899,294	5,405,489	(21.65)	5,735,304	6.10
Fines, Forfeitures & Penalties	250,000	302,714	21.09	302,714	0.00
Intergovernmental Revenues	1,525,800	1,410,000	(7.59)	882,408	(37.42)
Charges For Current Services	6,184,132	9,570,363	54.76	10,848,893	13.36
Other Financing Sources	320,000	—	(100.00)	—	0.00
General Revenue Allocation	5,926,982	5,290,858	(10.73)	5,506,231	4.07
Total	\$ 25,984,973	\$ 25,480,486	(1.94)	\$ 25,640,428	0.63



Public Works



Department Description

The Department of Public Works (DPW) is responsible for: maintenance and improvement of County maintained roads; traffic engineering; land development engineering and review; construction inspection and materials testing; design engineering and construction project management; surveying and map processing; mapping and cartographic services; watershed quality and flood protection activities; environmental support; airport operations, maintenance, and lease management; transportation studies; recycling and solid waste planning; inactive landfill maintenance and engineering; wastewater operations and maintenance services; and management of special districts.

Mission Statement

Preserve and enhance public safety and quality of life through reliable, cost effective infrastructure. Foster partnerships that strengthen relationships with communities and industry. Provide quality and responsive service through highly motivated, professional, and knowledgeable staff in a safe and fair work environment. Continually improve quality of service through optimal resource management.

2003-04 Accomplishments

Strategic Initiative – Kids

- Enhanced safety in neighborhoods through sidewalk, bicycle lane and pathway projects, including El Capitan bicycle path and sidewalks in Lakeside, sidewalks in Casa de Oro, and sidewalks on Old Stage Road, Alturas Road, Alvarado Street and Vine Street in Fallbrook.
- Expanded recycling education and programs in schools – established a new recycling program at Julian High School; assisted Warner Springs School in obtaining a shredder for recycling and composting newspaper.
- Provided support for school safety patrols at 97 schools in cooperation with California Highway Patrol.

- Helped several schools in the unincorporated area to improve school zone circulation for pedestrians, bicyclists, school buses and automobiles.
- Developed County bicycle transportation plan to enhance County ability to obtain funding for bike paths in the unincorporated area.
- Obtained a state Safe Routes to School grant of \$358,380 for curbs, gutters and sidewalks along Sweetwater Springs Boulevard at Monte Vista High School in Spring Valley.

Strategic Initiative – The Environment

- Continued to improve watershed protection and stormwater quality through regional leadership, such as updating the Hydrology Manual (available on-line), developing guidance documents, and conducting more than 2,500 inspections of construction projects.
- Continued systematic culvert, drainage channel, and road cleaning program to keep debris out of rivers, bays, and the ocean – preventing over 30,000 cubic yards of debris from entering county waterways. Received outstanding report from Regional Water Quality Control Board for Stormwater Best Management Practices.



- Completed reconstruction of Julian Wastewater Treatment Plant in October 2003.
 - Completed five-year update of Countywide Integrated Waste Management Plan, approved by SANDAG for submittal to the Board of Supervisors in January 2004.
 - Initiated formal closure of San Marcos Landfill, gained State approvals and awarded contracts for soil procurement and construction.
 - Assisted other County departments in complying with Municipal Stormwater Permit requirements.
 - Supported Department of Planning and Land Use in General Plan 2020 development.
 - Supported Department of Parks and Recreation with environmental assessments for its projects.
 - Established 22 used oil recycling centers and two curbside programs to prevent oil from reaching waterways.
 - Managed regional testing program to identify contaminants in stormwater runoff to receiving waters. Analyzed test results to determine water quality trends enabling targeted efforts to reduce contaminants and educate citizens.
- Strategic Initiative – Safe and Livable Communities**
- Coordinated Firestorm 2003 recovery, including establishment of four Local Assistance Centers within days of the fires to provide one-stop assistance for victims, a \$7.5 million fire debris removal program, and initiating aggressive cost recovery efforts from State and federal agencies.
 - Before Firestorm 2003 fires were extinguished, began implementing County's \$5 million post-fire erosion control program to protect homes and roads; completed surveys, design and implementation within 90 days.
 - Also in response to fires, established homeowner erosion control centers at five County road stations. Conducted over 1,300 assessments and provided erosion control material to over 4,000 homeowners.
 - Replaced over 10,200 feet of fire-damaged roadside guardrails.
 - Worked with State and federal agencies to install 12 additional rain and stream gauges in areas throughout the unincorporated County affected by Firestorm 2003.
 - Initiated construction of improvements to Valley Center Road in Valley Center, Riverside Drive Road and Mapleview Street and Vine Street sidewalks in Lakeside, Central Avenue Drainage, Corral Canyon Road traffic calming measures in Bonita, and Second Street reconstruction in Julian.
 - Constructed and began operations of the new Ramona Airport Air Traffic Control Tower.
 - Completed the taxiway reconstruction at Palomar Airport.
 - Developed and implemented infrastructure maintenance projects including road resurfacing, culvert replacements, sidewalk repair and sewer line repair at numerous locations.
 - Worked with Bonita, Sunnyside, Rancho Santa Fe, Fairbanks Ranch and Mount Helix communities to develop traffic calming measures.
 - Worked with the Department of Housing and Community Development to implement \$1,260,000 in Community Development Block Grant (CDBG) projects.
 - Annexed 230 new streetlights to the County lighting district.



2004-06 Objectives

Strategic Initiative – Kids

- Enhance safety for children in low-income neighborhoods and near schools through sidewalk, bicycle and equestrian pathway projects. Sidewalk projects will include 16th Street/La Brea Street and Parkside Street in Lakeside; Kenwood Drive, Los Ranchitos Road and South Barcelona Street in Spring Valley; and Pasadena Road in Fallbrook.
- Provide recycling educational materials to 200 schools in the unincorporated County.
- Continue support of the school pedestrian safety program at 97 schools in 21 school districts in cooperation with the California Highway Patrol.
- Help 10 schools in the unincorporated area to improve school zone circulation for pedestrians, bicyclists, school buses and automobiles.
- Continue school outreach program at County Airports. (Target: 4 presentations/year).

Strategic Initiative – The Environment

- Continue to improve watershed protection and stormwater quality through regional leadership, developing guidance documents, and conducting inspections of construction projects.
- Continue systematic culvert, drainage channel, and road cleaning program to keep debris out of rivers, bays, and the ocean. (Target: 15,000 cubic yards of debris removed).
- Support used oil recycling centers and curbside programs to prevent oil from reaching waterways.
- Complete environmental review and obtain State approval of five-year update of Countywide Integrated Waste Management Plan.
- Complete closure of San Marcos Landfill.
- Construct stormwater basin at Jamacha Landfill.

- Support Department of Planning and Land Use (DPLU) in General Plan 2020 development by providing technical review of circulation element.
- Install wildlife under-crossings as part of Valley Center Road and Wildcat Canyon Road improvement projects.

Strategic Initiative – Safe and Livable Communities

- Aggressively seek State and federal reimbursement of costs resulting from Firestorm 2003.
- Develop grant proposals to help fund removal of dead and dying trees from County rights-of-way in cooperation with the Forest Area Safety Taskforce (FAST).
- Initiate construction of improvements on Gird Road Bridge, Viejas Bridge, Stage Coach Lane, and Mission Road Phase 2 in Fallbrook; Collier Way Bridge in Harbison Canyon; Lawson Valley Bridge in Jamul; Los Coches Road, Wildcat Canyon Road, and Mapleview and Ashwood in Lakeside; Black Canyon Bridge in Ramona; Fury Lane at Calle Verde in Rancho San Diego; and Valley Center Road North in Valley Center.
- Perform road infrastructure maintenance by resurfacing 100 miles of County roads.
- Respond to 100% of community requests to discuss traffic calming measures.
- Work with the Department of Housing and Community Development to plan and construct Community Development Block Grant (CDBG) projects.

Changes from 2003-04 Adopted

Staffing

The CAO Proposed Operational Plan includes a net decrease of 22.00 staff years. Some positions funded by the Road Fund are proposed for deletion due to reduced project engineering workload, streamlining efficiencies, and reductions in frequency of roadway and flood control



channel vegetation removal, culvert cleaning and road restriping. General Fund staff decreases in the Watershed Protection Program will reduce public outreach and assistance to other departments while maintaining functionality required for stormwater permit requirements.

- Positions funded by the Road Fund will decrease 22.00 staff years.
 - Transportation will decrease 8.00 staff years due to the deletion of 11.00 staff years and the transfer of 3.00 staff years from Land Development.
 - Land Development will decrease 8.00 staff years due to the deletion of 3.00 staff years, the transfer of 3.00 staff years to Transportation, the transfer of 1.00 staff year to Engineering Services and the transfer of 1.00 staff year to Airports.
 - Engineering Services will decrease 3.00 staff years due to transfer of 1.00 staff year to Airports, the transfer of 1.00 staff year from Land Development and deletion of 3.00 staff years.
 - Management Services will decrease 3.00 staff years due to the deletion of 3.00 staff years.
- General Fund will decrease a net of 2.00 staff years as a result of the deletion of 5.00 staff years, the transfer of 1.00 staff year to Department of Parks and Recreation, and the addition of 4.00 staff years from the Department of Environmental Health.
- Airports will increase 2.00 staff years due to the transfer of 1.00 staff year from Land Development and the transfer of 1.00 staff year from Engineering Services. This increase offsets prior year staffing decreases.

Expenditure

- Expenditures are proposed to decrease by \$22.7 million. Decreased Road Fund expenditures correspond to Gas Tax and Flood Control District revenue reductions from lower projected gasoline consumption caused by higher gasoline prices and lower flood control district property tax revenue caused by Governor's Proposed Budget.

Though portion of Road Fund expenditure reductions are associated with reduced project engineering workload and streamlining various processes, some service reductions will occur due to reduced frequency of road and flood control maintenance. Though not a change from the 2003-04 adopted Operational Plan, the Governor's Proposed Budget completely eliminates Proposition 42 (sales tax on gasoline) allocations estimated at \$6 million, resulting in substantially reduced road repair and resurfacing.

- Net \$2.3 million increase in Salaries and Benefits is due to negotiated labor agreements and the costs associated with a decrease of 22.00 staff years.
- \$13.1 million decrease in Services and Supplies results from a decrease in projects of \$11.0 million and a reduction in other Services and Supplies of \$2.1 million.
- \$6.4 million decrease in Other Charges is Right of Way acquisition related, based on projected purchases.
- \$2.1 million decrease in Capital Assets/Land Acquisition is due to the normal fluctuation in the volume of capital projects.
- \$0.2 million increase in Capital Assets Equipment is due to an increase in fixed asset requests.
- \$2.5 million decrease in Reserves; and a \$1.0 million decrease in Operating Transfers Out.

Revenue

- Proposed revenues adjusted to reflect currently funded projects, anticipated revenue from others, and available fund balance for one-time operational needs. General Purpose Revenue allocation is increasing due to transfer of Watershed Protection/Compliance Program from the Department of Environmental Health. Significant revenue changes are:
 - \$0.1 million decrease in Taxes Current Property.



- \$8.4 million decrease in Taxes Other Than Current Secured due to a decrease in TransNet funding for Detailed Work Program Projects.
- \$1.3 million net increase in Revenue from Use of Money to reflect reduction in interest earnings and increase in rental income.
- \$9.2 million net decrease in Intergovernmental Revenue for projects (\$1.5 million decrease in Federal Highways for Detail Work Projects; \$4.9 million decrease in State Aid for Airport project; \$2.4 million decrease in Gas Tax; \$0.6 million decrease in Community Development Block Grant fund for Detailed Work Program Projects; and \$0.2 million increase in other grants).
- \$4.2 million decrease in Charges for Current Services due to changes in projects.
- \$1.6 million decrease in Miscellaneous Revenues from various sources.
- \$0.1 million decrease in Other Financing Sources related to long-term debt.
- \$3.2 million decrease in Reserve/Designation Decreases in Sanitation Districts to fund capital projects.
- \$2.5 million increase in use of Fund Balance for projects.
- Net \$0.1 million increase in General Purpose Revenue allocation.



Performance Measures	2003-04 Adopted	2003-04 Estimated Actual	2004-05 Proposed	2005-06 Proposed
DPW Roads/Drainage waste removal (cubic yards removed)	15,000	37,844 ¹	15,000	15,000
County roads resurfaced to maintain infrastructure (# miles of road)	125	165	100	100
Construct Capital Improvement Projects in County communities that enhance safety and improve traffic flow (# of CIP projects)	12	14	12	12
Identify school zone circulation improvements for pedestrians, bicyclists, buses and automobiles (# of schools)	N/A	N/A	10	10
Assure erosion control measures are utilized at new construction sites (% of construction sites with erosion control measures in use)	N/A	N/A	100%	100%
Grant Submittals	20	37	N/A	N/A
Permanent Employees with Personal Development Plans	100%	100%	N/A	N/A

¹ Change due to Firestorm 2003 debris-removal activities.



Staffing by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Transportation Program	211.00	203.00	(3.79)	203.00	0.00
Land Development Program	110.00	102.00	(7.27)	102.00	0.00
Engineering Services Program	72.00	69.00	(4.17)	69.00	0.00
Solid Waste Management Program	18.00	18.00	0.00	18.00	0.00
Management Services Program	44.00	41.00	(6.82)	41.00	0.00
General Fund Activities Program	24.00	22.00	(8.33)	22.00	0.00
Airports Program	30.00	32.00	6.67	32.00	0.00
Wastewater Management Program	39.00	39.00	0.00	39.00	0.00
Total	548.00	526.00	(4.01)	526.00	0.00

Budget by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Transportation Program	\$ 26,217,809	\$ 26,013,635	(0.78)	\$ 26,673,596	2.54
Land Development Program	14,046,091	13,574,659	(3.36)	13,952,041	2.78
Engineering Services Program	49,709,280	32,409,163	(34.80)	34,118,790	5.28
Solid Waste Management Program	15,467,802	14,071,975	(9.02)	13,867,701	(1.45)
Management Services Program	8,404,676	8,157,169	(2.94)	8,064,106	(1.14)
General Fund Activities Program	5,790,376	5,093,619	(12.03)	5,186,069	1.82
Airports Program	17,159,611	11,854,945	(30.91)	9,471,005	(20.11)
Wastewater Management Program	5,135,358	5,253,294	2.30	5,344,254	1.73
Sanitation Districts	24,932,948	28,308,391	13.54	22,294,682	(21.24)
Flood Control	6,659,426	5,248,926	(21.18)	5,248,926	0.00
County Service Areas	9,075,151	10,444,434	15.09	10,427,575	(0.16)
Equipment ISF Program	7,843,835	7,344,385	(6.37)	6,893,197	(6.14)
Total	\$ 190,442,363	\$ 167,774,595	(11.90)	\$ 161,541,942	(3.71)



Budget by Categories of Expenditures

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 47,750,643	\$ 50,057,485	4.83	\$ 51,814,032	3.51
Services & Supplies	112,456,324	99,317,624	(11.68)	97,119,554	(2.21)
Other Charges	11,698,466	5,326,496	(54.47)	4,214,863	(20.87)
Capital Assets/Land Acquisition	9,808,934	7,725,667	(21.24)	4,278,000	(44.63)
Capital Assets Equipment	3,775,123	3,957,255	4.82	3,257,255	(17.69)
Reserve/Designation Increase	2,513,652	—	(100.00)	15,191	(100.00)
Operating Transfers Out	2,439,221	1,390,068	(43.01)	843,047	(39.35)
Total	\$ 190,442,363	\$ 167,774,595	(11.90)	\$ 161,541,942	(3.71)

Budget by Categories of Revenues

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Reserve/Designation Decreases	\$ 4,926,364	\$ 1,723,495	(65.01)	\$ 16,135	(99.06)
Fund Balance	19,670,676	22,183,242	12.77	17,380,843	(21.65)
Taxes Current Property	3,965,869	3,806,403	(4.02)	3,806,403	0.00
Taxes Other Than Current Secured	22,019,350	13,567,602	(38.38)	12,957,475	(4.50)
Licenses Permits & Franchises	89,500	128,036	43.06	142,096	10.98
Fines, Forfeitures & Penalties	—	36,011	(100.00)	36,011	0.00
Revenue From Use of Money & Property	13,862,618	15,161,633	9.37	13,389,606	(11.69)
Intergovernmental Revenues	57,631,345	48,461,447	(15.91)	51,364,849	5.99
Charges For Current Services	47,974,418	43,792,553	(8.72)	44,186,019	0.90
Miscellaneous Revenues	15,986,911	14,385,890	(10.01)	14,156,530	(1.59)
Other Financing Sources	1,770,259	1,896,420	7.13	1,366,978	(27.92)
General Revenue Allocation	2,545,053	2,631,863	3.41	2,738,997	4.07
Total	\$ 190,442,363	\$ 167,774,595	(11.90)	\$ 161,541,942	(3.71)

Community Services Group

Community Services Group

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**Community Services Group Summary &
Executive Office**
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Animal Services
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County Library
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General Services
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Housing & Community Development
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Purchasing and Contracting
.....

San Diego County Redevelopment Agency
.....

Registrar of Voters
.....

Community Services Group Summary & Executive Office



Group Description

The Community Services Group provides policy, fiscal oversight, and management direction for six departments and the County Redevelopment Agency. Four departments focus primarily on the provision of direct services to County residents: Animal Services, Housing and Community Development, the County Library system, and the Registrar of Voters. Two departments, General Services and Purchasing and Contracting, provide all County departments with facilities management, major maintenance, capital improvement planning, utilities, fleet management, document management, procurement, contracting, and other administrative support services. County Redevelopment Agency projects encompass 1,275 acres in the eastern portion of the County.

Mission Statement

To provide cost effective and responsive services to our customers—the public and County departments. These services are provided with an emphasis on customer satisfaction, quality, and value.

2003-04 Accomplishments

Strategic Initiative – Kids

- Recruited 538 student poll workers for the March 2004 Primary Election, and 512 student poll workers for the October 2003 Special Statewide Election.
- Provided 22 local schools with polling booths and mock voting materials.
- In conjunction with the Health & Human Services Agency's Child Welfare Services, included a training component for all Animal Services patrol officers in the identification and reporting of potential child neglect or abuse while investigating reports of animal cruelty.
- Promoted a nurturing environment for community youth by assisting families to secure safe, decent, and affordable housing. Provided housing assistance subsidy to approximately 10,712 households.
- Collaborated with ten County and community agencies to plan and develop a Countywide Emergent Literacy Initiative for youth and adults, using the latest research to help parents prepare their children for success in school and to improve services to adult learners.
- Increased joint programming with other agencies to promote and foster reading and learning to children and their caregivers in 10 different locations in the County Library service area.
- Collaborated with the Health and Human Services Agency by providing the Summer Reading Program at the Polinsky Children's Center, using Mobile Libraries.
- Assisted in the funding of 16 public facilities that benefit children, including youth centers, sidewalks, parks, community centers, and health centers (67% of the two-year goal completed in the first year).
- Facilitated Riverway Trail construction to provide recreational amenity for youth and the community.
- Completed San Pasqual Academy Technology Center.



Strategic Initiative – The Environment

- Provided affordable housing opportunities for 67 mobile home park residents in conjunction with approved redevelopment project areas (67% of the two-year goal completed in the first year).
- Implemented 100% of the Stormwater Management Plan.
- Acquired over 2,000 acres of land for open space preservation in support of Multiple Species Conservation Programs (MSCP).
- Completed 20% of the Ramona Intergenerational Community Campus Master Plan, with the community identifying master plan ideas.
- Developed a Strategic Energy Plan as part of the Facilities Asset Management Business Plan for implementation by June 2004. Plan will assist the County in identifying projects to reduce energy usage in County facilities.
- Completed installation of \$1 million of energy demand management projects. These projects include replacement of inefficient equipment with new high efficiency equipment to reduce energy usage in County facilities.
- Completed 100% of the installation of solar-electric panels producing 280 kilowatts of electricity at four County sites.
- Identified more than \$2.5 million in funding for additional solar-electric and energy demand management projects to be implemented in Fiscal Year 2004-05 to reduce energy usage in County facilities.
- Enhanced the partnership with Project Wildlife by providing site space and utilities for its mobile care unit at the North County shelter, and including permanent facilities for Project Wildlife to care for and rehabilitate ill or injured wildlife in the plans for the new North County Animal Shelter.

- Included two filler pages advertising environmental issues, Clean Water and West Nile Virus, in the Sample Ballot Pamphlet for the March 2004 Primary Election.
- Provided ten programs on energy conservation in Spanish and English for parents and grandparents in the library service area communities through a collaborative partnership with San Diego Gas and Electric.
- Salvage operation business process continued to stress and educate County departments on the importance of proper disposal of e-waste such as computer monitors.
- Eliminated potential stormwater issues on County sites by requiring auctioneer to pick up and transport consigned auction vehicles offsite.

Strategic Initiative – Safe and Livable Communities

- Reviewed business processes to ensure that all purchase orders and contracts critical to the needs of our customer County departments were promptly accounted for, awarded, as well as performed advance acquisition planning to meet their crucial budget requirements.
- Provided services and supplies to evacuation and community service centers during Firestorm 2003
- Expanded on-line auction capabilities and implemented an on-line sealed bid process to better serve the citizens of San Diego County. Sold 620 lots through on-line auctions and 19 items through sealed bids.
- Successfully conducted the October 2003 Special Statewide Election and the March 2004 Presidential Primary Election.
- Referred all complaints of voter fraud or abuse of the voter registration file to the District Attorney for investigation.
- Began construction of a new \$6.6 million animal shelter to replace the existing facility in Carlsbad to better serve the North County.



- Retrofitted kennels, increased lighting, and remodeled the medical center and surgical suite at the South County Animal Shelter.
- Strengthened and expanded partnerships with the region's private shelters and rescue organizations that take animals from County shelters for their adoption programs. Their share of the total animals adopted or claimed from County shelters increased from 30.6% to 32.1%.
- Collaborated with regional animal care agencies in the evacuation, care, and return of more than 3,000 animals to their owners during Firestorm 2003.
- Investigated the feasibility of on-line dog licensing, with implementation planned for Fiscal Year 2004-05.
- Provided professional-level assessment, both medically and behaviorally, for animals entering the shelters.
- Assisted in revitalization of lower income neighborhoods with 27 new public facilities or improvements to existing facilities (58% of the two-year goal completed in the first year).
- Preserved affordability by providing a \$1 million refinance loan to Metropolitan Area Advisory Committee (MAAC) preserving 34 affordable units for low-income and very low-income families for a period of 55 years.
- Search for site to purchase or lease to support a 20,000 sq. ft. Sheriff Station in Rancho San Diego underway.
- Completed electrical upgrade and remodel for Registrar of Voters in support of the new Voting System.
- Ensured federal assistance is directed towards building communities free of drugs and violence. Screened all rental assistance applicants for criminal history and sex offender registration. Initiated expanded criminal history background check for existing participants.
- Provided library service access by offering over 72,970 branch hours open to the public.
- Expanded access to electronic information resources to the public by 13% at County Libraries.
- Completed construction and opened new Spring Valley Branch Library.
- Completed renovations and remodel of Del Mar, El Cajon, and Imperial Beach branch libraries to comply with the Americans with Disabilities Act and provide improved customer service.
- Implemented filtering on all Library public Internet computers.
- Began implementation of the Library Program Services Division's new long-term Strategic Plan, which allows the County Library to better serve the needs of residents with physical, cultural, and educational challenges.

2004-06 Objectives

Strategic Initiative – Kids

- Continue to sponsor the Student Poll Worker Program for high school seniors.
- Continue to make polling booths and mock voting materials available for local school programs.
- Partner with the Regional Occupational Program (ROP), providing ROP classroom and practical hands-on training in veterinary assistance courses at the County's Kroc-Copley Animal Shelter.
- Provide a nurturing environment for community youth by assisting families to secure safe, decent, and affordable housing. Provide housing assistance subsidy to approximately 10,650 households annually.
- Promote enhanced homework centers by January 31, 2005, resulting in a 15% increased usage of the centers, so that children and teens will be given the opportunity to succeed in school.



Strategic Initiative – The Environment

- Continue to provide information on Countywide environmental issues to citizens of San Diego County by advertising these issues on filler pages printed in the Sample Ballot Pamphlet mailed to registered voters.
- Establish a permanent presence for Project Wildlife at the new North County Animal Shelter to care for and rehabilitate ill or injured wildlife.
- Encourage energy efficiency in 100 units of affordable housing developed with assistance from County housing programs annually.
- Establish a conservation garden for wetlands at the new Bonita-Sunnyside Branch Library.
- Collaborate with San Diego Gas and Electric to provide ten programs on energy conservation in Spanish and English for parents and grandparents in the library service area communities.
- Complete installation of Stormwater management infrastructure improvements at the County Operations Center.
- Expand Countywide recycling program to include glass at all County facilities.
- Complete \$2 million in energy savings projects.
- Acquire 1,000 acres for open space preservation in support of Multiple Species Conservation Program (MSCP).
- Promote the acquisition of environmentally friendly products for use by County departments.

Strategic Initiative – Safe and Livable Communities

- Meet or exceed target of 3,000 owned pets spayed or neutered through the County's sterilization subsidy program.
- Duplicate the Fiscal Year 2003-04 achievement of zero euthanasia of any healthy, behaviorally sound animal in County shelters.

- Ensure federal assistance is directed towards building communities free of drugs and violence. Screen all rental assistance applicants for criminal history and sex offender registration. Continue expansion of criminal history background checks for existing rental assistance participants.
- Assist in development of 100 safe and sanitary affordable housing units for low-income families annually.
- Promote literacy and provide access to information by supplying more than 71,000 hours of Library service at 32 branch and two mobile libraries.
- Maximize jobs and career resources by collaborating with San Diego Workforce Partnership, Inc., in establishing two pilot One-Stop Career Centers at the Spring Valley Branch Library and the Bonita-Sunnyside Branch Library.
- Increase by 10% the number of materials that reflect interests of adults, teens, and children from culturally diverse communities most under-represented by the branch libraries' current collection.
- Successfully conduct the November 2004 Presidential General Election and March 2006 Gubernatorial Primary Elections.

Required Discipline – Continuous Improvement

- Increase in-house sterilization surgeries at County Animal Shelters to reduce or eliminate wait times for adopters to take possession of their new pet.
- Continue to strengthen partnerships with the region's private shelters and rescue organizations to increase the number of animals taken into their respective adoption programs.
- Implement on-line dog licensing.

Required Discipline – Essential Infrastructure

- Open the new \$6.6 million North County Animal Shelter.



- Complete construction of the new Bonita-Sunnyside Library, Campo-Morena Village Library, Julian Library, and the Spring Valley Gym and Teen Center.
- Reconfigure the South County Animal Shelter public lobby and interior office spaces to provide a more attractive, efficient, and customer-oriented point of entry to the shelter.
- Complete \$3.1 million in capital renewal and \$8.1 million in major maintenance projects.

Required Discipline – Fiscal Stability

- Expand use of procurement savings/cost avoidance techniques including alternate sourcing, simplified specifications, product substitution, surplus reutilization, and use of existing competed contracts and cooperative purchase agreements.
- Use innovative technologies and purchasing methods such as reverse auctions to reduce acquisition costs.

Executive Office Changes from 2003-04 Adopted

Staffing

- Proposed to reduce one staff year in response to available resources.

Expenditure

- Salaries and Benefits are proposed to decrease \$0.1 million due to the reduction of one staff year.
- Services and Supplies are proposed to increase \$0.6 million primarily for automation expenses.
- Management Reserves are proposed to decrease \$0.6 million reflecting available resources.

Revenue

- Charges for Current Services are proposed to increase \$0.1 million reflecting cost of management oversight of special fund departments.
- Use of Fund Balance is proposed to decrease \$0.4 million reflecting the decreased availability of one-time resources due to State actions.



Community Services Group Summary & Executive Office

Staffing by Department

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Community Services Group Executive Office	9.00	8.00	(11.11)	8.00	0.00
Animal Services	142.00	121.00	(14.79)	121.00	0.00
County Library	304.00	277.75	(8.63)	277.75	0.00
General Services	426.25	329.75	(22.64)	329.75	0.00
Housing & Community Development	116.00	121.00	4.31	121.00	0.00
Purchasing and Contracting	52.00	75.00	44.23	75.00	0.00
Registrar of Voters	50.00	50.00	0.00	50.00	0.00
Total	1,099.25	982.50	(10.62)	982.50	0.00

Expenditures by Department

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Community Services Group Executive Office	\$ 5,654,354	\$ 5,611,808	(0.75)	\$ 4,272,362	(23.87)
Animal Services	11,351,105	11,025,398	(2.87)	11,394,423	3.35
County Library	26,962,525	27,747,640	2.91	28,148,294	1.44
General Services	114,895,038	117,063,144	1.89	118,293,495	1.05
Housing & Community Development	39,710,557	41,073,285	3.43	38,351,987	(6.63)
Purchasing and Contracting	36,323,638	9,177,430	(74.73)	9,072,163	(1.15)
San Diego County Redevelopment Agency	7,337,713	9,720,524	32.47	9,736,241	0.16
Registrar of Voters	9,506,203	9,294,418	(2.23)	9,321,622	0.29
Total	\$ 251,741,133	\$ 230,713,647	(8.35)	\$ 228,590,587	(0.92)



Community Services Group Summary & Executive Office

Staffing by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Community Services Executive Office	9.00	8.00	(11.11)	8.00	0.00
Total	9.00	8.00	(11.11)	8.00	0.00

Budget by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Community Services Executive Office	\$ 5,654,354	\$ 5,611,808	(0.75)	\$ 4,272,362	(23.87)
Total	\$ 5,654,354	\$ 5,611,808	(0.75)	\$ 4,272,362	(23.87)

Budget by Categories of Expenditures

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 1,180,869	\$ 1,095,374	(7.24)	\$ 1,103,810	0.77
Services & Supplies	1,254,313	1,860,744	48.35	1,874,612	0.75
Management Reserves	3,219,172	2,655,690	(17.50)	1,293,940	(51.28)
Total	\$ 5,654,354	\$ 5,611,808	(0.75)	\$ 4,272,362	(23.87)

Budget by Categories of Revenue

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Fund Balance	3,779,000	3,392,940	(10.22)	2,000,690	(41.03)
Charges For Current Services	193,684	288,564	48.99	288,564	0.00
General Revenue Allocation	1,681,670	1,930,304	14.78	1,983,108	2.74
Total	\$ 5,654,354	\$ 5,611,808	(0.75)	\$ 4,272,362	(23.87)



Animal Services



Department Description

The Department of Animal Services protects the public from dangerous animals, protects animals from abuse and neglect, and saves the lives of thousands of unwanted, abandoned, or lost pets each year. Nearly 30,000 animals enter the Department's three shelters annually. The Department provides patrol, law enforcement, sheltering, and pet adoption services to the unincorporated areas of the County, and, by contract, to the City of San Diego and six other cities in the region.

Mission Statement

Protecting the health, safety, and welfare of people and animals.

2003-04 Accomplishments

Strategic Initiative – Kids

- Provided 40 presentations on bite prevention as part of patrol officers' in-classroom visits to area schools.
- In conjunction with the Health & Human Services Agency's Child Welfare Services, included a training component for all patrol officers in the identification and reporting of potential child neglect or abuse while investigating reports of animal cruelty.

Strategic Initiative – The Environment

- Enhanced the Department's partnership with Project Wildlife by providing site space and utilities for its mobile care unit at the North County shelter.
- Included permanent facilities for Project Wildlife to care for and rehabilitate ill or injured wildlife in the plans for the new North County Animal Shelter.

Strategic Initiative – Safe and Livable Communities

- Established joint operating agreements with the San Diego Humane Society and the Society for the Prevention of Cruelty to Animals (SPCA) for operating the combined Campus for Animal Care, opened in October 2003.
- Provided professional-level assessment, both medically and behaviorally, for animals entering the shelters.
- Subsidized sterilization surgeries for about 4,000 owned pets through the Department's spay/neuter rebate coupon program, exceeding the 3,500 target.
- Implemented the Veterinarian Subsidized Spay Neuter program, providing departmental referrals to participating veterinary hospitals that agreed to offer reduced fee spay/neuter services.
- Began construction of a new \$6.6 million animal shelter to replace the existing facility in Carlsbad to better serve the North County.
- Strengthened and expanded partnerships with the region's private shelters and rescue organizations that take animals from County shelters for their adoption programs. Their share of the total animals adopted or claimed from County shelters increased from 30.6% to 32.1%.



Animal Services

- Collaborated with regional agencies in the evacuation, care, and return of more than 3,000 animals to their owners during Firestorm 2003.
- Investigated the feasibility of on-line dog licensing, with implementation planned for Fiscal Year 2004-05.
- Redesigned the Department's website, adding several new features, including specific information on animal care and behavior to assist families who have recently adopted shelter animals.

Required Discipline – Essential Infrastructure

- Installed air-conditioning in the animal compartments of all patrol fleet vehicles.
- Retrofitted kennels, increased lighting, and remodeled the medical center and surgical suite at the South County Animal Shelter.

2004-06 Objectives

Strategic Initiative – Kids

- Provide at least 50 presentations on bite prevention as part of patrol officers' in-classroom visits to area schools.
- In partnership with the San Diego Humane Society, develop a grade school-age education program that gets pupils out of the classroom and into the new joint Campus for Animal Care.
- Partner with the Regional Occupational Program (ROP), providing ROP classroom and practical hands-on training in veterinary assistance courses at the County's Kroc-Copley Animal Shelter.

Strategic Initiative – The Environment

- Establish a permanent presence for Project Wildlife at the new North County Animal Shelter to care for and rehabilitate ill or injured wildlife.

Strategic Initiative – Safe and Livable Communities

- Open the new \$6.6 million North County Animal Shelter.

- Meet or exceed target of 3,000 owned pets spayed or neutered through the Department's sterilization subsidy program.
- Establish a foster program for medically treatable shelter animals.

Required Discipline – Customer Satisfaction

- Maintain or improve on the Department's record Fiscal Year 2003-04 customer satisfaction rating of 4.62.
- Implement on-line dog licensing.

Required Discipline – Continuous Improvement

- Duplicate the Department's Fiscal Year 2003-04 achievement of zero euthanasia of any healthy, behaviorally sound animal.
- Improve upon the Department's Fiscal Year 2003-04 overall "save" rate of shelter animals through adoptions and pets reunited with their owners.
- Increase in-house sterilization surgeries to reduce or eliminate wait times for adopters to take possession of their new pet.
- Continue to strengthen partnerships with the region's private shelters and rescue organizations to increase the number of animals taken into their respective adoption programs.

Required Discipline – Essential Infrastructure

- Reconfigure the South County Animal Shelter public lobby and interior office spaces to provide a more attractive, efficient, and customer-oriented point of entry to the shelter.

Changes from 2003-04 Adopted

Staffing

- 21.00 staff years are proposed to be deleted in Fiscal Year 2004-05. 12 of these positions are in excess of the service level and related contract costs negotiated with the seven contract cities. The remaining nine net



deletions are due to a reduction in force related to un-renewed contracts with the cities of Escondido and San Marcos, and the addition of three positions related to the opening of a new shelter in Carlsbad.

Expenditure

- Salaries and Benefits proposed net decreases of \$0.1 million are related to the reduction of 21 positions offset by increases related to negotiated salary and benefit increases.
- Services and Supplies proposed decreases of \$0.2 million are due to reductions in facility maintenance costs and other operational expenses.

Revenue

- Charges for Current Services Revenues are proposed to increase \$0.5 million based upon amounts calculated with the approved cost sharing methodology in seven city contracts.
- Use of Fund Balance is proposed to decrease by \$0.9 million due to the termination of a one-year allocation provided to fund 21 positions which permitted an orderly restructuring of the staffing level sustainable by available funding.

Performance Measures	2003-04 Adopted	2003-04 Estimated Actual	2004-05 Proposed	2005-06 Proposed
Number of pets adopted	13,000	11,800	12,000	12,000
Percentage of sheltered animals either adopted or reunited with owners	65.0%	62.0%	63.0%	64.0%
Percentage of on-time patrol response ¹	88%	90%	91%	92%
Percentage of animals euthanized that were adoptable	0%	0%	0%	0%
Number of animals spayed or neutered under the Spay-Neuter Coupon Program ²	3,500	4,000	3,000	3,000

¹ Patrol time response standards, varying by severity of call, are established by contract with client cities.

² In Fiscal Year 2004-05 city participation in the Spay-Neuter Program will be made optional. Proposed outcomes reflect expected reductions in cities' participation due to the costs involved with providing this service.



Animal Services

Staffing by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Animal Services	142.00	121.00	(14.79)	121.00	0.00
Total	142.00	121.00	(14.79)	121.00	0.00

Budget by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Animal Services	\$ 11,351,105	\$ 11,025,398	(2.87)	\$ 11,394,423	3.35
Total	\$ 11,351,105	\$ 11,025,398	(2.87)	\$ 11,394,423	3.35

Budget by Categories of Expenditures

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 8,284,407	\$ 8,148,735	(1.64)	\$ 8,482,232	4.09
Services & Supplies	3,066,698	2,876,663	(6.20)	2,912,191	1.24
Total	\$ 11,351,105	\$ 11,025,398	(2.87)	\$ 11,394,423	3.35

Budget by Categories of Revenues

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Fund Balance	950,000	—	(100.00)	—	0.00
Licenses Permits & Franchises	2,205,900	2,220,900	0.68	2,220,900	0.00
Fines, Forfeitures & Penalties	9,000	9,000	0.00	9,000	0.00
Charges For Current Services	6,439,290	6,950,652	7.94	7,269,724	4.59
Miscellaneous Revenues	19,515	19,567	0.27	19,590	0.12
General Revenue Allocation	1,727,400	1,825,279	5.67	1,875,209	2.74
Total	\$ 11,351,105	\$ 11,025,398	(2.87)	\$ 11,394,423	3.35

County Library



Department Description

The County Library provides library services at 32 branch libraries and two mobile libraries. Library services include: providing information in print, non-print, and online formats for life-long learning; providing reading and literacy skills; instruction and facility access to the Internet and other online services; offering diverse programs to inform and enlighten customers of all ages; and providing homework resources for students of all ages.

Mission Statement

To provide resources to meet the informational, recreational, and cultural needs of each branch library community and to actively promote reading and life-long learning.

2003-04 Accomplishments

Strategic Initiative – Kids

- Collaborated with ten County and community agencies to plan and develop a Countywide Emergent Literacy Initiative for youth and adults, using the latest research to help parents prepare their children for success in school and to improve services to adult learners.
- Received a \$6,075 Reach Out and Read Grant from the California State Library, as a result of the Program Services Division.
- Promoted Books-By-Mail to homebound youth, expanding awareness to an underserved population.
- Increased joint programming with other agencies to promote and nurture reading and learning to children and their caregivers in ten different locations in the County Library service area.
- Submitted, in collaboration with the San Diego Workforce Partnership, Inc., the “Maximizing Resources to Better Serve The Workplace Development Needs of the Community Report” to the Board of Supervisor who

approved the establishment of two pilot One-Stop Career Centers at the Spring Valley Branch Library and the Bonita-Sunnyside Branch Library.

- Collaborated with the Health and Human Services Agency by providing the Summer Reading Program at the Polinsky Children’s Center, using the Mobile Libraries.
- Continued to provide responsive, up-to-date collections of print and non-print materials for preschool and school age children. Maintained current parenting collections in English, Spanish, and other languages, to address community needs.

Strategic Initiative – The Environment

- Provided ten programs on energy conservation in Spanish and English for parents and grandparents in the library service area communities through a collaborative partnership with San Diego Gas and Electric.

Strategic Initiative – Safe and Livable Communities

- Provided library service access by offering over 72,970 branch hours open to the public.
- Provided full-day Library Disaster Preparedness training for 20% of permanent library staff.
- Expanded access to electronic information resources to the public by 13%.
- Completed design for new, replacement Bonita-Sunnyside Branch Library.



- Completed construction and opened new Spring Valley Branch Library.
- Began construction and completed 85% of the new Proposition 14 Bond Act funded Julian Branch Library.
- Completed and submitted Proposition 14 Bond Act grant applications for libraries in the communities of Alpine, Fallbrook, and Ramona; reviewed applications for the Cities of La Mesa and Santee.
- Completed, submitted, and received a \$310,000 Community Development Block Grant application for construction of a library in the community of Campo-Morena Village.
- Completed renovations and remodel of Del Mar and Imperial Beach branch libraries, and substantially completed (95%) El Cajon branch library, to comply with the Americans with Disabilities Act and provide improved customer service.
- Began implementation of the Library Program Services Division's new long-term Strategic Plan, which allows the County Library to better serve the needs of residents with physical, cultural, and educational challenges.
- Implemented filtering on all public Internet computers.
- Installed new heating and air conditioning systems in the Fallbrook Branch Library and in Library Headquarters.
- Completed design of Pine Valley and Descanso Branch Library expansions.
- Closed Encinitas Branch Library in May 2003 for two-year construction period while the City of Encinitas builds a larger, state-of-the-art, new library.

2004-06 Objectives

Strategic Initiative – Kids

- Maximize jobs and career resources by collaborating with San Diego Workforce Partnership, Inc., in establishing two pilot One-Stop Career Centers at the Spring Valley Branch Library and the Bonita-Sunnyside Branch Library.
- Implement the approved Library Program Services Division Strategic Plan that responds to dynamic community needs and priorities and positions the County Library to better serve all San Diego County residents who face diverse challenges.
- Develop a Strategic Plan for the County Library, consistent with the County's Strategic Initiatives and Library Program Services Strategic Plan, addressing staffing, hours of operation, and service priorities.
- Promote enhanced homework centers by January 31, 2005; resulting in a 15% increased usage of the centers, so that children and teens will be given the opportunity to succeed in school.
- Expand homework and research assistance in library branch locations to improve opportunities to learn for children and teens by June 30, 2006.

Strategic Initiative – The Environment

- Establish a conservation garden for wetlands at the new Bonita-Sunnyside Branch Library.
- Collaborate with San Diego Gas and Electric to provide ten programs on energy conservation in Spanish and English for parents and grandparents in the library service area communities.

Strategic Initiative – Safe and Livable Communities

- Increase by 10% the number of materials that reflect interests of adults, teens, and children from culturally diverse communities most under-represented by the branch libraries' current collection.



- Increase by 5% the number of Library sponsored programs held at community sites through collaboration with branch staff, community organizations, and the Library Program Services Division.
- Complete Americans With Disabilities Act (ADA) remodels and air conditioning up-grades in El Cajon, San Marcos, and Vista.
- Complete construction and open the new Proposition 14 Bond Act funded Julian Branch Library.
- Construct and open a new Campo-Morena Village Branch Library.
- Complete construction of Pine Valley and Descanso Branch Library expansions.
- Begin construction of the new Bonita-Sunnyside Branch Library; anticipate opening by July 2005.
- Establish a marketing plan for community outreach.

Changes from 2003-04 Adopted

Staffing

Staffing is proposed to reduce by 37 positions, 26.25 staff years, to adjust to available ongoing revenue.

Expenditure

Expenditures are proposed to increase overall by \$0.8 million:

- \$0.2 million in Salaries and Benefits due to negotiated increases;

- \$0.7 million in Services and Supplies' fluctuations in ongoing costs for office equipment, major maintenance, external overhead costs, library materials, and other miscellaneous accounts;
- A reduction of one-time cost of \$0.1 million in Operating Transfers for private donations to the Cardiff-By-The-Sea Library. Library materials increases are partially offset by private donations; and,
- The Matching Funds Program continues at \$350,000 with a focus on library materials only.

Revenue

Revenues are proposed to increase overall by a net of \$0.8 million:

- Reduction of one-time use of Fund Balance and temporary funding of \$1.5 million used to transition from Fiscal Year 2002-03 through Fiscal Year 2003-04 to achieve structural balance in Fiscal Year 2004-05;
- Increase of \$2.5 million in Taxes Current Property;
- Increase of \$0.1 million in Taxes Other Than Current Secured from redevelopment increment from the City of Poway;
- Decrease of \$0.5 million in Intergovernmental Revenues due to reductions in the State Public Library Fund;
- Increase of \$0.5 million in Charges for Current Services due to increases in Library fines and fees; and,
- Decrease of \$0.3 million in Other Financing Sources from fluctuations in grants, sale of no longer serviceable library materials, City contributions, and donations.



Performance Measures	2003-04 Adopted	2003-04 Estimated Actual	2004-05 Proposed	2005-06 Proposed
Library Hours Open ¹	75,474	72,970	71,189	71,189
Cost Per Hour Open ¹	\$353.17	\$412.36	\$389.77	\$389.77
Branches/Mobile Libraries Operated ²	34	34	N/A	N/A
Circulation/Usage ³	9,807,422	22,641,153	22,643,000	22,643,000
Circulation/Electronic Resource Usage ³	4,395,210	5,615,202	5,617,000	5,617,000
Website Hits ³	5,412,212	17,025,951	17,026,000	17,026,000
Programs ²	7,733	6,401	N/A	N/A
Outreach Services ²	870	636	N/A	N/A
% Increase of Library Programs to Meet the Diverse Needs of San Diego County ⁴	N/A	N/A	2.60%	2.60%
% Increase of Community Partnerships to Respond to Community Needs ⁵	N/A	N/A	6.32%	6.32%

¹ Library hours open to the public are reduced by 6% in Fiscal Year 2004-05 and Fiscal Year 2005-06 from Fiscal Year 2003-04 Adopted and 2% from Fiscal Year 2003-04 Estimated Actual. The proposed reduced hours are due to the closure of the Encinitas Branch Library for two years while the City of Encinitas builds a new, larger, state-of-the-art library, and anticipated closure of the library system between December 24, 2004 and January 3, 2005, and to not providing Sunday hours at Del Mar, El Cajon, Fallbrook, Rancho San Diego, and Vista branch libraries. The 2003-04 Estimated Actual hours open are fewer than budget because the renovations of the Imperial Branch Library and El Cajon Branch Library required the libraries to be closed longer than anticipated, and because the County Library elected to close during the winter holidays (traditionally the slowest period of the year), due to budget constraints.

² These Measures are being eliminated in favor of new measures that more accurately reflect the Library's mission.

³ Circulation/Electronic Resource Usage has been split into two elements: 1) library materials circulation/in-house electronic resource usage, and 2) Website Hits (home and business usage). The split reflects the significant growth in circulation/usage and the major increase in Website usage.

⁴ All programs conducted in the County Library system have a target of youth, adult, or intergenerational audiences.

⁵ This indicator represents the Books-By-Mail customers, Literacy learners and targeted community contacts. Program Services Division is redefining the Literacy Learners in Fiscal Year 2004-05 to be more inclusive of target populations (such as teens and English as Second Language students), identified in the Program Services Strategic Plan and served by the County Library.

**Staffing by Program**

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Library Operations and Administration	22.25	17.25	(22.47)	17.25	0.00
Library Professional & Technical Support Service	51.25	46.00	(10.24)	46.00	0.00
Library Branch Operations	230.50	214.50	(6.94)	214.50	0.00
Total	304.00	277.75	(8.63)	277.75	0.00

Budget by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Library Operations and Administration	\$ 2,853,639	\$ 3,068,838	7.54	\$ 3,105,662	1.20
Library Professional & Technical Support Service	5,753,315	6,191,145	7.61	6,314,724	2.00
Library Branch Operations	18,355,571	18,487,657	0.72	18,727,908	1.30
Total	\$ 26,962,525	\$ 27,747,640	2.91	\$ 28,148,294	1.44

Budget by Categories of Expenditures

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 16,608,216	\$ 16,819,919	1.27	\$ 17,516,172	4.14
Services & Supplies	10,257,732	10,927,721	6.53	10,632,122	(2.71)
Operating Transfers Out	96,577	—	(100.00)	—	0.00
Total	\$ 26,962,525	\$ 27,747,640	2.91	\$ 28,148,294	1.44



Budget by Categories of Revenues

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Fund Balance	1,500,000	—	(100.00)	—	0.00
Taxes Current Property	18,286,927	20,784,012	13.66	21,395,666	2.94
Taxes Other Than Current Secured	478,671	583,171	21.83	583,171	0.00
Revenue From Use of Money & Property	187,600	187,600	0.00	187,600	0.00
Intergovernmental Revenues	1,476,750	935,329	(36.66)	724,329	(22.56)
Charges For Current Services	1,087,000	1,613,528	48.44	1,613,528	0.00
Miscellaneous Revenues	585,577	594,000	1.44	594,000	0.00
Other Financing Sources	3,360,000	3,050,000	(9.23)	3,050,000	0.00
General Revenue Allocation	—	—	(100.00)	—	0.00
Total	\$ 26,962,525	\$ 27,747,640	2.91	\$ 28,148,294	1.44

General Services



Department Description

The Department of General Services provides support services to all other County departments enabling them to deliver “best in class” services to the public. General Services' support includes Facilities Management and Fleet Management. All General Services are provided through Internal Service Funds (ISF). An Internal Service Fund operates on a business-like model directly billing customer departments for the cost of services, except the General Fund Equipment Acquisition budget that manages lease purchased vehicles.

Mission Statement

To provide cost effective, efficient, high quality, and timely support services to County departments, groups and agencies.

2003-04 Accomplishments

Strategic Initiative – Kids

- Purchased the new Ramona Library site.
- Completed tenant improvement at San Marcos Sheriff Substation for the Sheriff's North County Gang Task Force in July 2003.
- Provided support to the Health and Human Services Agency for the printing and mailing of documents associated with the CalWORKS Information Network (CalWIN) program
- Provided printing and mail services in support of the Department of Child Support Services on a weekly and monthly basis handling up to 175,000 pieces per month.
- Obtained option to purchase agreements for Alpine and Fallbrook libraries. Completed ground lease for library site in Bonita.
- Completed San Pasqual Academy Technology Center.
- Completed San Pasqual Academy gymnasium remodel.

- Due to lack of funding from customer department, did not complete planned purchase of Starling Drive Building for Probation Department in vicinity of Juvenile Hall.

Strategic Initiative – The Environment

- Implemented 100% of the Stormwater Management Plan.
- Entered into a Development and Disposition Agreement with Ryan Companies, USA for the sale or lease of approximately 88 acres of High Tech Overlay Zone land (Edgemoor property) south of San Diego River in Santee. Approved December 2003.
- Acquired rights-of-way to support the Department of Public Work's Transportation Improvement Program for the following projects: North Bonita Street, Bancroft Drive Channel, Mapleview and Vine Streets, Alturas Road, Alvarado Street, Los Nopalitos and Riverside Drive.
- Completed 80% of South Santa Fe Avenue right-of-way mapping and document consultation oversight.
- Purchased 3.57 acres in San Marcos area for future site of Assessor/Land Use and Environment Group office buildings in North County in February 2004.



General Services

- Acquired over 2,000 acres of land for open space preservation in support of Multiple Species Conservation Programs (MSCP).
 - Processed Memorandum of Agreement to State of California for the transfer of County's Camp Lockett property in Campo for formation of State's Buffalo Soldiers Historic Park. 60% of this project is complete.
 - Completed developer agreement for development of 650-space County parking garage at Cedar/Kettner in support of County's County Administration Center (CAC) Waterfront Park.
 - Completed the Master Plan for the County Administration Center Waterfront Park.
 - Developed a Strategic Energy Plan as part of the Facilities Asset Management Business Plan for implementation by June 2004. Plan will assist the County in identifying projects to reduce energy usage in County facilities.
 - Completed 100% of the installation of solar-electric panels producing 280 kilowatts of electricity at four County sites.
 - Completed 100% of the installation of \$1 million of energy demand management projects. These projects include replacement of inefficient equipment with new high efficiency equipment to reduce energy usage in County facilities.
 - Identified more than \$2.5 million in funding for additional solar-electric and energy demand management projects to be implemented in Fiscal Year 2004-05 to reduce energy usage in County facilities.
 - Initiated the sale of 20-acres of the Edgemoor property to Santee Partners, L.L.C. The sale is anticipated to be complete by July 16, 2004.
 - Initiated sale of surplus land in the City of Vista; sale estimated to close in May/June 2005.
 - Continued negotiations for purchase of the remaining 10,000 square foot parcel to complete the Downtown Block acquisition for future County use.
 - Due to lack of funding, the lease/purchase/build-to-suit for new Air Pollution Control District headquarters in Kearny Mesa was not completed.
 - The Ramona Intergenerational Community Campus Master Plan is 20% complete, with the community identifying master plan ideas.
 - Due to a shift in focus to development of the Strategic Energy Plan and the Facilities Assets Management Business Plan, energy audits at facilities that consume more than 100 kilowatts were not completed.
- Strategic Initiative – Safe and Livable Communities**
- Renegotiated Health & Human Services Agency leases for El Cajon Mental Health in February 2004; Central Mental Health (Morena Blvd.) lease is 60% completed.
 - Completed 100% electrical upgrade and remodel for Registrar of Voters in support of the new Voting System in 2004.
 - Completed 100% of the vehicle and equipment acquisition program by acquiring all vehicles and equipment approved by the Board of Supervisors.
 - Completed construction of the East Mesa Juvenile Detention Center in March 2004.
 - Completed North County Court Annex remodel in November 2003.
 - Search for site to purchase or lease to support a 20,000 square foot Sheriff Station in Rancho San Diego underway.
- 2004-06 Objectives**
- Strategic Initiative – Kids**
- Complete Bonita-Sunnyside Library construction.



- Complete Spring Valley Gym and Teen Center construction.
- Complete Campo Library construction.
- Repair San Pasqual swimming pool.
- Install heating, ventilation, and air conditioning control system at Polinsky Children's Center.
- Complete land purchases for Library sites in Alpine and Fallbrook, if Prop 14 applications are approved.
- Complete land purchase for Lakeside Sports Complex.
- Complete Hillcrest lease extension with New Alternatives, which provides short- and long-term residential treatment programs for children and adolescents.

Strategic Initiative – The Environment

- Complete installation of Stormwater management infrastructure improvements at the County Operations Center.
- Expand Countywide recycling program to include glass at all County facilities.
- Ensure that all new custodial contracts include requirements for Stormwater Best Management Practices.
- Acquire rights-of-way to support Department of Public Works Transportation Improvement Program.
- Complete South Santa Fe Drive right-of-way mapping and document consultation oversight.
- Acquire 1,000 acres for open space preservation in support of Multiple Species Conservation Program (MSCP).
- Develop the Ramona Intergenerational Community Campus Master Plan.
- Complete transfer of first phase of County's Camp Lockett property in Campo to the State of California for the Buffalo Soldier's Historic Park.
- Complete 100% of State required emissions testing/inspections on County vehicles.
- Ensure 100% compliance with Stormwater Best Management Practices for vehicle maintenance and refueling facilities.
- Acquire 100% of all vehicles for use in County work assignments that are the most fuel- efficient and lowest emission vehicles in their class.

Strategic Initiative – Safe and Livable Communities

- Complete Crime Lab roof along with a heating, ventilation, and air conditioning renovation.
- Include Americans with Disabilities Act (ADA) requirements and site conditions as part of building assessment program.
- Identify and repair trip hazards at County facilities.
- Pending funding, purchase the remaining 10,000 square feet parcel to complete the Downtown Block acquisition.
- Complete the sale of the 20-acre portion of the Edgemoor property.
- Complete the sale of 16.06 acres of surplus land in the City of Vista.
- Complete the lease/build-to-suit of the Assessor/Land Use Environment Group San Marcos buildings if funding is available.
- Complete the lease/purchase/build-to-suit or acquisition of Air Pollution Control District building if funding is available.
- Complete master planning and obtain entitlements for the 108 acres of Edgemoor property south of the San Diego River in Santee.
- Sell 10 acres of the 21-acre mixed-use parcel (Edgemoor property).
- Support Department of Public Works Airports on the development of airports lands (Weld Avenue).



General Services

- Sell 0.87 acres of surplus land at Mast Boulevard and Riverford Road.
- Sell 0.47 acres of surplus land south of Mast Boulevard triangle.
- Sell 0.61 acres of surplus land at Los Coches Road.

Required Discipline – Essential Infrastructure

- Complete Polinsky Children's Center Nursery construction.
- Complete Stormwater grant demonstration project.
- Substantially complete Edgemoor replacement.
- Complete North County Animal Shelter.
- Replace the Countywide fuel management system.
- Complete Court Facilities Transition negotiations.
- Complete \$3.1 million in capital renewal and \$8.1 million in major maintenance projects.
- Properly maintain all County facilities through aggressive preventive maintenance and routine maintenance activities.

Required Discipline –Fiscal Stability

- Complete \$2 million worth of energy savings project.

Changes from 2003-04 Adopted

Staffing

Overall staff are proposed to decrease 96.50 staff years:

- Decrease of 57.00 staff years is due to departmental reengineering to increase efficiency and in response to customer department requirements.

- Decrease of 32.50 staff years due to realignment/transfer of Document Services Internal Service Fund Records and Print Operations to the Department of Purchasing and Contracting.
- Deletion of 7.00 staff years associated with Fiscal Year 2003-04 funding reductions.

Expenditure

- Salaries and Benefits are proposed to decrease \$4.0 million due to departmental reengineering and the transfer of 32.50 staff years to the Department of Purchasing and Contracting.
- Services and Supplies are proposed to increase \$8.4 million due to an identified increased spending requirement associated with Major Maintenance Program projects and service contracts.
- Other Charges are proposed to decrease \$0.9 million due to the reduction in, and completion of, vehicle debt service payments.
- Capital Assets Equipment is proposed to decrease \$0.1 million due to completion of the purchase of Mail Operations equipment in Fiscal Year 2003-04.
- Operating Transfers Out are proposed to decrease \$1.2 million due to reduced General Fund obligation to the Fleet Management Internal Service Fund for vehicle acquisition debt financing and reduced Major Maintenance obligation to the Facilities Management Internal Service Fund associated with Project Management staff costs.

Revenue

- Revenues are proposed to increase \$2.1 million in direct relation to the increase in expenditures.



Performance Measures	2003-04 Adopted	2003-04 Estimated Actual	2004-05 Proposed	2005-06 Proposed
U.S. Mail pieces processed (in millions)	14.4	14.1	14.4	14.4
Images converted (in millions) ¹	4.2	N/A	N/A	N/A
% of fleet preventive maintenance completed	100%	96%	97%	97%
% vehicle repair/maintenance completed in 3 days or less	90%	90%	90%	90%
% of facilities equipment preventive maintenance completed	90%	91.3%	90%	90
Response time to routine maintenance Customer Service Requests (CSR) ²	1.0 days	1.0 days	N/A	N/A
% of emergency maintenance requirements responded to within 48 hours	N/A	96.2%	100%	100%

¹ Due to the transfer of Document Services ISF Records and Print operations to Department of Purchasing and Contracting, no actuals are being reported.

² This performance measure is being replaced by “% of emergency maintenance requirements responded to within 48 hours” to better reflect performance.



Staffing by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Facilities Management Internal Service Fund	301.75	260.75	(13.59)	260.75	0.00
Fleet Management Internal Service Fund	70.00	69.00	(1.43)	69.00	0.00
Document Services Internal Service Fund	54.50	—	(100.00)	—	0.00
Total	426.25	329.75	(22.64)	329.75	0.00

Budget by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Facilities Management Internal Service Fund	\$ 68,490,059	\$ 80,899,452	18.12	\$ 82,067,922	1.44
Fleet Management Internal Service Fund	36,082,710	36,026,912	(0.15)	36,225,573	0.55
Document Services Internal Service Fund	9,340,489	—	(100.00)	—	0.00
General Fund Contribution to GS ISF's	981,780	136,780	(86.07)	—	(100.00)
Total	\$ 114,895,038	\$ 117,063,144	1.89	\$ 118,293,495	1.05

Budget by Categories of Expenditures

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 30,927,623	\$ 26,887,269	(13.06)	\$ 27,896,917	3.76
Services & Supplies	61,489,742	69,886,348	13.66	70,243,831	0.51
Other Charges	10,522,893	9,648,607	(8.31)	9,648,607	0.00
Capital Assets Equipment	9,273,000	9,156,000	(1.26)	9,156,000	0.00
Reserves	100,000	100,000	0.00	100,000	0.00
Operating Transfers Out	2,581,780	1,384,920	(46.36)	1,248,140	(9.88)
Total	\$ 114,895,038	\$ 117,063,144	1.89	\$ 118,293,495	1.05

**Budget by Categories of Revenues**

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Fund Balance	8,576,228	8,385,234	(2.23)	8,385,234	0.00
Revenue From Use of Money & Property	960,444	960,444	0.00	960,444	0.00
Intergovernmental Revenues	720,910	660,909	(8.32)	671,790	1.65
Charges For Current Services	97,835,972	104,163,585	6.47	105,493,039	1.28
Miscellaneous Revenues	437,924	871,272	98.96	898,068	3.08
Other Financing Sources	5,381,780	1,884,920	(64.98)	1,884,920	0.00
General Revenue Allocation	981,780	136,780	(86.07)	—	(100.00)
Total	\$ 114,895,038	\$ 117,063,144	1.89	\$ 118,293,495	1.05



Housing and Community Development



Department Description

The Department of Housing and Community Development provides housing assistance and community improvements that benefit low- and moderate-income persons. The department provides services to County residents through rental assistance, minor home improvement loans, first-time homebuyer assistance, and public improvement programs. These programs reduce blight, improve neighborhoods, and alleviate substandard housing. They also increase the supply of affordable housing by preserving the housing stock, and stimulating private sector production of lower income housing units.

Mission Statement

Building Better Neighborhoods.

2003-04 Accomplishments

Strategic Initiative – Kids

- Promoted a nurturing environment for community youth by assisting families to secure safe, decent, and affordable housing. Provided housing assistance subsidy to approximately 10,712 households.
- Assisted in the funding of 16 public facilities that benefit children, including youth centers, sidewalks, parks, community centers, and health centers (67% of the two-year goal completed in the first year).
- Provided educational opportunities and outreach to 59 Public Housing families with children.
- Developed an educational and support program for 50 rental assistance Family Self-Sufficiency participants seeking educational and economic opportunities (50% of the two-year goal completed in the first year).

Strategic Initiative – The Environment

- Encouraged energy efficiency in 150 units of affordable housing developed with assistance from County housing programs (75% of the two-year goal completed in the first year).

- Provided affordable housing opportunities for 67 mobile home park residents in conjunction with approved redevelopment project areas, in accordance with the contract between the County of San Diego Redevelopment Agency and the Housing Authority.

Strategic Initiative – Safe and Livable Communities

- Ensured federal assistance is directed towards building communities free of drugs and violence. Screened all rental assistance applicants for criminal history and sex offender registration. Initiated expanded criminal history background check for existing participants.
- Assisted in development of 150 safe and sanitary affordable housing units for low-income families (75% of the two-year goal completed in the first year).
- Assisted in revitalization of lower income neighborhoods with 27 new public facilities or improvements to existing facilities (67% of the two-year goal completed in the first year).

2004-06 Objectives

Strategic Initiative – Kids

- Provide a nurturing environment for community youth by assisting families to secure safe, decent, and affordable housing. Provide housing assistance subsidy to approximately 10,650 households annually.



Housing and Community Development

- Implement Youth Employment Preparation Program to provide mentoring and career development opportunities within Community Services Group departments for up to 10 youth participating in Public Housing, Emancipated Foster Youth Tenant Based Rental Assistance Program, and Family Self-Sufficiency Program annually.
- Provide Education and Job Training Scholarships to a minimum of 15 qualified youth and adult residents of Public Housing complexes annually.
- Continue and enhance the educational and support program for a minimum of 55 Family Self-Sufficiency participants annually.

Strategic Initiative – The Environment

- Encourage energy efficiency in 100 units of affordable housing developed with assistance from County housing programs annually.
- Provide affordable housing opportunities for a minimum of 67 mobile home park and apartment residents annually in conjunction with approved redevelopment project areas.

Strategic Initiative – Safe and Livable Communities

- Ensure federal assistance is directed towards building communities free of drugs and violence. Screen all rental assistance applicants for criminal history and sex offender registration. Continue expansion of criminal history background checks for existing rental assistance participants.
- Assist in revitalization of lower income neighborhoods with at least 40 new public facilities or improvements to existing facilities annually.

- Assist in development of 100 safe and sanitary affordable housing units for low-income families annually.

Changes from 2003-04 Adopted

Staffing

Staffing is proposed to increase 5.00 staff years due to the transfer of accounting positions from the Auditor & Controller Department's Controller Branch Office. These positions provide accounting support to the Department of Housing and Community Development and the County Housing Authority. The reorganization of the Auditor & Controller Department will transfer these accounting functions to the Department.

Expenditure

Expenditures are proposed to increase approximately \$1.4 million:

- \$0.8 million increase in Salaries and Benefits due to the transfer of positions in support of the Auditor & Controller Department's reorganization, and negotiated salaries and benefits increases;
- \$0.2 million decrease in the Department's operational Services and Supplies costs;
- \$1.5 million increase in Other Charges due to increase in multi-year project estimates; and
- \$0.8 million decrease in Operating Transfers Out.

Revenue

Revenues are proposed to increase by approximately \$1.4 million based on anticipated revenue in support of the additional positions, salaries and benefits increases, and the revised multi-year project estimates.



Housing and Community Development

Performance Measures	2003-04 Adopted	2003-04 Estimated Actual	2004-05 Proposed	2005-06 Proposed
Number of families assisted	10,750	10,712	10,717	10,717
Educational opportunities/support provided	80	109	80	80
Energy efficient units developed	100	150	100	100
Community Development Projects completed	32	43	40	40
Customer satisfaction rate	97%	95%	97%	97%



Housing and Community Development

Staffing by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Housing & Community Development	116.00	121.00	4.31	121.00	0.00
Total	116.00	121.00	4.31	121.00	0.00

Budget by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Housing & Community Development	\$ 11,106,099	\$ 11,722,449	5.55	\$ 12,143,455	3.59
HCD - Multi-Year Projects	28,604,458	29,350,836	2.61	26,208,532	(10.71)
Total	\$ 39,710,557	\$ 41,073,285	3.43	\$ 38,351,987	(6.63)

Budget by Categories of Expenditures

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 8,512,484	\$ 9,323,652	9.53	\$ 9,772,278	4.81
Services & Supplies	22,904,700	22,786,895	(0.51)	19,806,679	(13.08)
Other Charges	2,952,431	4,457,030	50.96	4,003,482	(10.18)
Operating Transfers Out	5,340,942	4,505,708	(15.64)	4,769,548	5.86
Total	\$ 39,710,557	\$ 41,073,285	3.43	\$ 38,351,987	(6.63)

Budget by Categories of Revenues

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Reserve/Designation Decreases	\$ 16,722	\$ —	(100.00)	\$ —	0.00
Intergovernmental Revenues	39,550,630	41,302,135	4.43	38,580,875	(6.59)
Miscellaneous Revenues	590,570	372,860	(36.86)	372,860	0.00
General Revenue Allocation	(447,365)	(601,710)	34.50	(601,748)	0.01
Total	\$ 39,710,557	\$ 41,073,285	3.43	\$ 38,351,987	(6.63)

Purchasing and Contracting



Department Description

The Department of Purchasing and Contracting operates an Internal Service Fund (ISF), which purchases all goods, materials, and services for the County of San Diego, as provided for in the County Charter. Another function of the department is the centralized reutilization and disposal of surplus equipment and salvage materials. Additionally, the department provides printing, records management, index and scanning, and micrographic services to customer County departments. Departmental functions also include monitoring specifications to ensure maximum use of competitive acquisitions and responsibility for ensuring quality standards for commodities and services purchased. The greatest emphasis, however, lies in maintaining excellent customer service practices.

Mission Statement

To provide the most effective delivery of quality goods and services, as well as management of document services, to County departments in the most efficient manner, through well-managed competitive practices, while encouraging an atmosphere of fairness, honesty and integrity in dealing with customers, suppliers and staff.

2003-04 Accomplishments

All Strategic Initiatives – Kids, The Environment, and Safe and Livable Communities

- Awarded all contracts and purchase orders in support of Strategic Initiatives on a timely basis to eliminate any gaps in support of the initiatives.
- In support of implementation of the Oracle financial system, reviewed business processes to ensure that all purchase orders and contracts critical to the needs of customer County departments were promptly accounted for and awarded. Also performed advance acquisition planning to meet the customer's crucial budget requirements.

- Expanded on-line auction capabilities and implemented an on-line sealed bid process to better serve the citizens of San Diego County. Sold 620 lots through on-line auctions and 19 items through sealed bids.
- Enhanced the ability to conduct web-based procurement of goods and services to better serve the citizens and suppliers of San Diego County by expanding and enhancing BuyNet capabilities.
- Provided immediate and continuing support to public safety teams and County of San Diego residents during and after Firestorm 2003.

Strategic Initiative – Kids

- Maintained constant visibility and conducted regular reviews of purchase requirements related to the support of Strategic Initiative for Kids, including immediate notification if milestones or required delivery dates were in jeopardy.
- Provided enhanced support for Juvenile Forensic programs by assigning a senior Purchasing and Contracting Officer to thread with Probation and Mental Health.



- Provided services and supplies to evacuation and community service centers during Firestorm 2003.

Strategic Initiative – The Environment

- Provided support for environmental service support contracts by assigning a lead Purchasing and Contracting Officer to that function.
- Salvage operation business process continued to educate County departments on the importance of proper disposal of e-waste such as computer monitors.
- Eliminated potential Stormwater issues on County sites by requiring auctioneer to pick up and transport consigned auction vehicles offsite, which eliminated a significant source of pollutants, including sediment, trash, heavy metals, bacteria, oil grease, caused by spillage, breakage, and fuel and oil leakage.

Strategic Initiative – Safe and Livable Communities

- Provided ongoing support to existing County outreach and case management programs designed to improve the quality of an individual's life.
- Worked closely with the Health and Human Services Agency in developing performance based contracting to more effectively deliver services at reduced costs.
- Provided design and printing support for the Sheriff's Department and the Retired Senior Volunteer Patrol (R.S.V.P.) program.

2004-06 Objectives

Strategic Initiative – Kids

- Encourage all Purchasing and Contracting personnel to personally support County or local initiatives and events for kid's causes.
- Expedite all purchase orders and contracts pertaining to support of families.

Strategic Initiative – The Environment

- Designate a senior procurement specialist to actively support the proper disposal of hazardous materials, and electronic waste as mandated by other County departments.
- Promote the acquisition of environmentally friendly products for use by County departments.

Strategic Initiative – Safe and Livable Communities

- Support County procurement efforts in post -Firestorm 2003 related goods and services especially as it relates to public safety initiatives, and to the restoration of local parks and recreational facilities.

Required Discipline – Fiscal Stability

- Document and track procurement savings in the Oracle financial system and other utility software as needed.
- Expand use of procurement savings and cost avoidance techniques including alternate sourcing, simplified specifications, product substitution, surplus reutilization, and use of existing competed contracts and cooperative purchase agreements.

Required Discipline – Customer Satisfaction

- Identify and assign permanent procurement contracting officers to County departments to provide better acquisition planning and specification development.
- Maintain constant visibility and conduct regular reviews of purchase requirements including immediate notification if milestones or required delivery dates are in jeopardy.

Required Discipline - Information Management

- Use innovative technologies and purchasing methods such as reverse auctions to reduce acquisition costs.



Changes from 2003-04 Adopted

Staffing

Net changes proposed for Fiscal Year 2004-05 are an increase of 23.00 staff years (24 positions):

- Increase of 32.50 staff years from the mid-year transfer of Print Services and Records Management Business Units from the Department of General Services; and,
- Decrease of 9.50 staff years to align department staffing levels with the anticipated service request levels from County customer departments.

Expenditure

- Salaries and Benefits expenditures are proposed to increase by \$1.8 million due mainly to the transfer of the Print Services and Records Management Business Units from the Department of General Services during Fiscal

Year 2003-04. Other contributing factors to Salaries and Benefits are the net impact of negotiated salary increases and the deletion of 9.5 staff years.

- Services and Supplies expenditures are proposed to decrease a net of \$28.9 million:
 - Decrease of \$30.0 million for Blanket Purchase Orders and \$0.6 million for Ready Cash Purchase Orders due to accounting changes with the implementation of the Oracle financial system.
 - Increase of \$1.7 million as operating expenditures are proposed to increase due to the transfer of the Print Services and Records Management Business Units from the Department of General Services during Fiscal Year 2003-04.

Revenue

Net revenues are proposed to decrease \$27.1 million in direct relation to the reduction in expenditures cited above.



Performance Measures	2003-04 Adopted	2003-04 Estimated Actual	2004-05 Projected	2005-06 Projected
Procurement Card Sales (in millions) ¹	\$30	\$28	N/A	N/A
Maintain Customer Service Satisfaction Rating of 4.0 (scale 1-5)	4.0	4.62	4.3	4.3
Purchase Orders issued within 21 days ²	75%	80%	N/A	N/A
Property Disposal Sales ¹ (in millions) ³	\$3.15	\$2.45	N/A	N/A
Stabilize Procurement Card Surcharge Rate, if possible. ¹	1.0%	1.0%	N/A	N/A
Image conversions (millions) ¹	4.2	3.0	N/A	N/A
Increase number of awards of multi-year contracts for goods and services vs. 1 year term contracts. ⁴	N/A	N/A	10%	12.5%
Percentage increase of purchases through cooperative purchasing arrangements. ⁴	N/A	N/A	10%	12.5%
Cost savings from use of cooperative purchasing arrangements	N/A	\$1.3 million	\$ 1.5 million	\$1.625 million
Cost savings from all other sources	N/A	\$7.2 million	\$7.3 million	\$7.4 million

¹ The Department is replacing these existing outputs with measurements that more accurately capture the Department's performance.

² This measurement becomes obsolete with the implementation of the Oracle financial system; Oracle Purchasing does not contain dates equivalent to those used in the original measure and the use of requisitions has been expanded to include processes not intended for this measure.

³ Reduced auction sales due to unexpected bankruptcy of auctioneer and need to reissue a new contract.

⁴ Promotion of multi-year contracts and cooperative purchasing arrangements are processes that were implemented in Fiscal Year 2003-04 as cost saving measures.



Staffing by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Purchasing ISF Record Mgmt & Print Services	—	30.00	(100.00)	30.00	0.00
Administration	52.00	45.00	(13.46)	45.00	0.00
Total	52.00	75.00	44.23	75.00	0.00

Budget by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Purchasing ISF Buyouts	30,000,000	—	(100.00)	—	0.00
Purchasing RCPO's	575,000	—	(100.00)	—	0.00
Purchasing ISF Record Mgmt & Print Services	—	2,983,845	(100.00)	3,096,811	3.79
Administration	5,685,418	6,193,585	8.94	5,975,352	(3.52)
General Fund Contribution	63,220	—	(100.00)	—	0.00
Total	\$ 36,323,638	\$ 9,177,430	(74.73)	\$ 9,072,163	(1.15)

Budget by Categories of Expenditures

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 4,212,107	\$ 5,963,860	41.59	\$ 6,212,611	4.17
Services & Supplies	32,042,117	3,103,501	(90.31)	2,749,483	(11.41)
Other Charges	6,194	110,069	1,677.03	110,069	0.00
Operating Transfers Out	63,220	—	(100.00)	—	0.00
Total	\$ 36,323,638	\$ 9,177,430	(74.73)	\$ 9,072,163	(1.15)



Budget by Categories of Revenues

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Revenue From Use of Money & Property	78,210	77,838	(0.48)	78,067	0.29
Intergovernmental Revenues	—	24,000	(100.00)	24,000	0.00
Charges For Current Services	5,070,516	8,622,726	70.06	8,506,020	(1.35)
Miscellaneous Revenues	31,048,472	452,866	(98.54)	458,930	1.34
Other Financing Sources	63,220	—	(100.00)	5,146	(100.00)
General Revenue Allocation	63,220	—	(100.00)	—	0.00
Total	\$ 36,323,638	\$ 9,177,430	(74.73)	\$ 9,072,163	(1.15)

San Diego County Redevelopment Agency



Department Description

The County of San Diego Redevelopment Agency has two project areas, the Upper San Diego River Improvement Project Area and the Gillespie Field Project Area, focused on the promotion of private sector investment and development. The Upper San Diego River Improvement Project Area (USD RIP) is a redevelopment project covering approximately 532 acres located along both sides of the San Diego River and along Highway 67 in the Lakeside community. The Gillespie Field Redevelopment Project Area is an area of approximately 746 acres located at Gillespie Field Airport in the City of El Cajon, adjacent to the unincorporated area.

Mission Statements

Upper San Diego River Improvement Project

The purpose of the project is to eliminate blight, provide employment opportunities, encourage private sector investment, and enhance development opportunities in the project area.

Gillespie Field Redevelopment Project

To eliminate or alleviate conditions of blight in the Gillespie Field Redevelopment Project Area and to encourage economic development in East County.

2003-04 Accomplishments

Upper San Diego River Improvement Project

Strategic Initiative – Kids

- Facilitated Riverway Trail construction to provide recreational amenity for youth and the community.
- Increased housing opportunities for low-income families. Preserved affordability by providing a \$1,000,000 refinance loan to Metropolitan Area Advisory Committee (MAAC) preserving 34 affordable units for low-income and very low-income families for a period of 55 years.

- Provided housing opportunities to 65 low-income families by implementing a Tenant Based Rental Assistance Program.
- Finalized the location of the trail alignment on the north side of the San Diego River to provide recreational amenity for youth and the community.

Strategic Initiative – The Environment

- Located trail alignment on the north side of the San Diego River to avoid the sensitive plant and animal habitat along the south side of the river.
- Continued to work with the resource agencies so that the final trail alignment had the least impacts to biological resources.

Strategic Initiative – Safe and Livable Communities

- Presented Draft Riverway Trail Alignment Plan to the following Lakeside community groups/stakeholders:
 - Upper San Diego River Improvement Project Committee; Lakeside River Park Conservancy; Lakeside Equestrian Groups (three different groups); Resource Agencies (Army Corps of Engineers, United States Fish and Wildlife Service, State Fish and Game Department); Individual property owners where trail alignment will be located; and Lakeside Community Planning Group for input (no action taken).



- Facilitated Riverway Trail alignment to create a new community asset.
- Increased safe, decent, and sanitary housing opportunities for 65 low-income residents.

Gillespie Field Redevelopment Project

Strategic Initiative – Kids

- Goal to plan a park on Marshall Avenue has not been accomplished because the developer of Marshall Avenue parcel, including adjacent park area, has not moved forward with development. Future development will be dependent upon Federal Aviation Administration release of property for non-aviation use.
- Hosted Kids Day during Wings Over Gillespie event.

Strategic Initiative – The Environment

- Ensured containment of fueling station and equipment maintenance yard temporarily based on Gillespie Field during Firestorm 2003.
- Conducted comprehensive inspections of leasehold premises on Gillespie Field resulting in cleanup of four leaseholds.

Strategic Initiative – Safe and Livable Communities

- Contributed 20%, \$460,236, of Tax Increment for low- and moderate-income housing.

2004-06 Objectives

Upper San Diego River Improvement Project

Strategic Initiative – Kids

- Prepare final plans and text for the Riverway Trail Master Plan to provide recreational amenity for youth and the community.
- Meet inclusionary housing obligations required by California Redevelopment Law by making 13 more units available at affordable costs to low- and moderate-income households.

- Continue operations of the Local Rental Subsidy Program for up to 90 low-income families over a two-year period.

Strategic Initiative – The Environment

- Develop a matrix to show opportunities and constraints for each segment of the Riverway Trail.
- Develop a cost analysis for the implementation of the Riverway Trail Alignment.
- Prepare a wetland delineation for the trail segments adjacent to the river, where necessary.
- Prepare environmental documentation for the Riverway Trail Alignment.

Strategic Initiative – Safe and Livable Communities

- Continue to work with community stakeholders and the State and federal resource agencies (California Department of Fish and Game, United States Fish and Wildlife Service, Army Corps Of Engineers) to determine permitting and phasing of the Riverway Trail Plan.
- Prepare a wetland delineation for the trail segments adjacent to the river, where necessary.
- Increase safe and decent housing opportunities for low-income residents by continuing Local Rent Subsidy Program for Redevelopment Area to assist a minimum of 65 families.

Gillespie Field Redevelopment Project

Strategic Initiative – Kids

- Contribute tax increment to four school districts.
- Create Aviation Outreach Program with community schools.

Strategic Initiative – The Environment

- Facilitate update of the Comprehensive Land Use Plan for Gillespie Field including noise contours to ensure compatible land uses surrounding the project area.



- Improve the Broadway Channel drainage on Gillespie Field.

Strategic Initiative – Safe and Livable Communities

- Develop minimum standard requirements for those providing aeronautical services to ensure the safety of users and the surrounding community.
- Phased development of Brucker property to eliminate blight, accommodating mixed use of recreation and aircraft storage.

Changes from 2003-04 Adopted

Upper San Diego River Improvement Project

Expenditure

- Proposed decrease of approximately \$0.2 million due to decreasing repayment obligation to the County Flood Control and the Lakeside Sanitation District and County General Fund debt.

Upper San Diego River Improvement Project Area

Revenue

- Proposed decrease of approximately \$0.2 million in use of Fund Balance.

Gillespie Field Redevelopment Project

Expenditure

- Proposed increase of approximately \$2.5 million for Educational Revenue Augmentation Fund payment now required by State, loan repayment to Airport Enterprise Fund, and increase in contributions to school districts resulting from increased estimated tax increment revenue.

Revenue

- Proposed increase of approximately \$2.5 million in Taxes Other Than Current Secured revenue due to increase in number of large jet aircraft based at Gillespie Field.

Performance Measures	2003-04 Adopted	2003-04 Estimated Actual	2004-05 Proposed	2005-06 Proposed
Estimated Tax Increment	\$1,029,963	\$1,032,000	\$1,238,400	\$1,238,400
Percent of Tax Increment utilized for project Administration	7%	7%	7%	7%
Project acres managed and maintained	532	532	532	532



Gillespie Field Project Area

Performance Measures	2003-04 Adopted	2003-04 Estimated Actual	2004-05 Proposed	2005-06 Proposed
Estimated Tax Increment	\$1,286,153	\$2,300,130	\$2,328,143	\$2,354,193
Percent of Tax Increment utilized for project Administration	7%	6%	7%	7%
Project acres managed and maintained	746	746	746	746
Contracts Managed	114	111	111	115
Newly Developed Land Leases executed (in net acres)	5	0*	0*	4

* Last five acres on west side of tower haven't moved forward pending decision on change in use from fixed base operation to County provision of additional transient ramp parking as recommend by the Federal Aviation Administration.



Staffing by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Total	0.00	0.00	(100.00)	0.00	(100.00)

Budget by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Gillespie Field Redevelopment Project Area	\$ 4,413,604	\$ 6,951,376	57.50	\$ 6,967,093	0.23
Upper San Diego River Redevelopment Project Area	2,924,109	2,769,148	(5.30)	2,769,148	0.00
Total	\$ 7,337,713	\$ 9,720,524	32.47	\$ 9,736,241	0.16

Budget by Categories of Expenditures

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Services & Supplies	3,469,225	4,789,062	38.04	4,772,415	(0.35)
Other Charges	2,757,135	4,205,833	52.54	4,232,987	0.65
Operating Transfers Out	1,111,353	725,629	(34.71)	730,839	0.72
Total	\$ 7,337,713	\$ 9,720,524	32.47	\$ 9,736,241	0.16

Budget by Categories of Revenues

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Fund Balance	958,221	1,780,200	85.78	1,762,815	(0.98)
Taxes Other Than Current Secured	3,569,625	5,219,335	46.22	5,260,981	0.80
Revenue From Use of Money & Property	79,250	66,250	(16.40)	66,850	0.91
Miscellaneous Revenues	1,619,264	1,929,110	19.13	1,760,717	(8.73)
Other Financing Sources	1,111,353	725,629	(34.71)	884,878	21.95
General Revenue Allocation	—	—	(100.00)	—	0.00
Total	\$ 7,337,713	\$ 9,720,524	32.47	\$ 9,736,241	0.16



Registrar of Voters



Department Description

The Registrar of Voters is entrusted with providing the means for all eligible citizens of San Diego County to exercise their right to actively participate in the democratic process. The Department works to ensure widespread, ongoing opportunities to register and vote in fair and accurate elections for all federal, State, local offices, and measures. The Registrar of Voters is also responsible for providing access to the information needed to utilize the initiative, referendum, and recall petition processes.

Mission Statement

Conduct voter registration and voting processes with the highest level of professional election standards, accountability, security and integrity, thereby earning and maintaining public confidence in the electoral process.

2003-04 Accomplishments

Strategic Initiative – Kids

- Recruited 538 student poll workers for the March 2004 Primary Election, and 512 student poll workers for the October 2003 Special Statewide Election.
- Provided 22 local schools with polling booths and mock voting materials.
- Provided 18 local high schools and 70 History and Civics classes with voter registration cards for eligible students.

Strategic Initiative – The Environment

- Included two filler pages advertising environmental issues, Clean Water and West Nile Virus, in the Sample Ballot Pamphlet for the March 2004 Primary Election.
- Recycled printed materials and disposable election supplies from the October 2003 Special Election and March 2004 Primary Election.

- Provided quarterly information to staff on energy conservation.

Strategic Initiative – Safe and Livable Communities

- Successfully conducted the October 2003 Special Statewide Election and the March 2004 Presidential Primary Election.
- Maintained and protected confidential voter information through existing protocol and procedures.
- Referred all complaints of voter fraud or abuse of the voter registration file to the District Attorney for investigation.
- Maintained the accuracy and integrity of the voter file by identifying and removing or updating voter registration records in accordance with State and federal law.

2004-06 Objectives

Strategic Initiative – Kids

- Continue to sponsor the Student Poll Worker Program for high school seniors.
- Continue to make polling booths and mock voting materials available for local school programs.
- Continue to support high school voter registration programs for eligible students.



Strategic Initiative – The Environment

- Continue to provide information on Countywide environmental issues to citizens of San Diego County by advertising these issues on filler pages printed in the Sample Ballot Pamphlet mailed to registered voters.
- Continue to recycle printed materials and disposable election supplies.
- Continue to support the County's energy conservation efforts.

Strategic Initiative – Safe and Livable Communities

- Successfully conduct the November 2004 Presidential General Election and March 2006 Gubernatorial Primary Elections.
- Provide opportunities for the vision and hearing impaired to vote unassisted by using enhanced video and optical capabilities.
- Maintain the accuracy and integrity of the voter registration file by identifying and removing or updating voter registration records in accordance with State and federal law.

Changes from 2003-04 Adopted

Staffing

There is no proposed change in staffing.

Expenditure

- Proposed increase in Salaries and Benefits of \$0.7 million due to negotiated increases and additional temporary election workers required for the high volume Presidential General Election.
- Proposed increase in Services and Supplies of \$0.4 million due to the additional supplies and services required for the Presidential General Election, which has the highest voter turnout of the four-year election cycle.
- Proposed decrease in Reserve/Designation Increase of \$1.2 million as this was a one-time establishment in Fiscal Year 2003-04.

Revenue

- Proposed decrease in use of Fund Balance of \$1.8 million established for one-time expenditures in Fiscal Year 2003-04.
- Proposed increase in Charges for Current Services of \$1.7 million due to the larger number of billable jurisdictions that participate in the Presidential General Election as compared to the Presidential Primary Election.
- Proposed use of \$748,000 in Reserve Designation due to the loss of funding from the State for SB90 Mandated Activities, primarily Absentee Voting.
- Proposed decrease of \$0.8 million in General Purpose Revenue Allocation due to the impact on the County of the Governor's Proposed Budget.



Performance Measures	2003-04 Adopted	2003-04 Estimated Actual	2004-05 Projected	2005-06 Projected
Registered Voters	1,300,000	1,350,000	1,400,000	1,400,000
Cost per Contest per Registered Voter ¹	.10	.23	.23	.25
Removal and Updates to Voter Rolls	500,000	481,103	500,000	500,000
Overall Customer Satisfaction Rating ²	4.6	4.6	4.6	4.6
Number of Fixed Locations to facilitate Voter Registration ³	405	314	400	400

¹ The variance between 2003-04 Adopted and 2003-04 Estimated Actual is due to the small number of contests on the ballot for the March 2004 Primary Election and the costs associated with the implementation of a new voting system.

² Scale of 1-5, with 5 being better.

³ The variance between 2003-04 Adopted and 2003-04 Estimated Actual is due to fewer School Districts that responded to our requests to provide voter registrations materials at their location. We will contact these Schools again prior to the November 2004 General Election and anticipate they will accept voter registration materials due to the high voter interest generated by the Presidential General Election.



Registrar of Voters

Staffing by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Registrar of Voters	50.00	50.00	0.00	50.00	0.00
Total	50.00	50.00	0.00	50.00	0.00

Budget by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Registrar of Voters	\$ 9,506,203	\$ 9,294,418	(2.23)	\$ 9,321,622	0.29
Total	\$ 9,506,203	\$ 9,294,418	(2.23)	\$ 9,321,622	0.29

Budget by Categories of Expenditures

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 3,963,626	\$ 4,631,945	16.86	\$ 4,706,004	1.60
Services & Supplies	4,288,577	4,637,473	8.14	4,615,618	(0.47)
Other Charges	4,000	—	(100.00)	—	0.00
Capital Assets Equipment	50,000	25,000	(50.00)	—	(100.00)
Reserve/Designation Increase	1,200,000	—	(100.00)	—	0.00
Total	\$ 9,506,203	\$ 9,294,418	(2.23)	\$ 9,321,622	0.29

Budget by Categories of Revenues

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Reserve/Designation Decreases	\$ —	\$ 748,035	(100.00)	\$ 451,965	(39.58)
Fund Balance	2,205,835	417,810	(81.06)	550,000	31.64
Intergovernmental Revenues	—	—	(100.00)	850,000	(100.00)
Charges For Current Services	1,017,000	2,700,000	165.49	1,773,000	(34.33)
Miscellaneous Revenues	165,000	165,000	0.00	165,000	0.00
General Revenue Allocation	6,118,368	5,263,573	(13.97)	5,531,657	5.09
Total	\$ 9,506,203	\$ 9,294,418	(2.23)	\$ 9,321,622	0.29

Finance and General Government Group

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**Finance and General Government Group
Summary & Executive Office**
.....

Board of Supervisors
.....

Assessor / Recorder / County Clerk
.....

Treasurer / Tax Collector
.....

Chief Administrative Office
.....

Auditor and Controller
.....

County Technology Office
.....

Civil Service Commission
.....

Clerk of the Board of Supervisors
.....

County Counsel
.....

Grand Jury
.....

Human Resources
.....

Media and Public Relations
.....

CAC Major Maintenance
.....

Finance and General Government Group & Executive Office



Group Description

The Finance and General Government Group provides a broad array of services to a wide range of customers. In general, services fall into three groups. The first is backbone support for County government (legislative, fiscal control, treasury, human resources, legal, telecommunications, and data processing). The second is local public agency support, which includes property assessment, tax collection, and pooled investment services. The third group is direct public services such as document recordings, marriage licenses, birth certificates, passport applications, and County Television Network (CTN) programming.

Mission Statement

To provide timely, accurate, efficient and effective financial, legislative and general government services to County residents, other local public agencies, County departments and individual County employees that are consistent with federal, State and local requirements.

2003-04 Accomplishments

All Strategic Initiatives – Kids, The Environment, and Safe and Livable Communities

- Prioritized program needs and resource allocation within the context of our three Strategic Initiatives: Kids, The Environment, and Safe and Livable Communities.
- Maintained a structurally balanced budget in light of potentially drastic reductions in State revenue by continuing to balance prudent cash reserves with operational needs, and balancing the County budget without the use of one-time funding for ongoing needs.
- Managed attrition and maximized planning efforts to appropriately size the County workforce and minimize potential employee layoffs.
- Educated government representatives, local stakeholders, and opinion leaders on the Strategic Plan and the General Management System.

- Worked closely with State legislators and the California State Association of Counties (CSAC) to protect local government revenue sources.
- Sustained the current favorable ratings for credit and the Treasurer's Investment Pool.
- Recruited and identified executive management staff capable of implementing and enhancing the General Management System.
- Produced and aired CTN programs, segments and Public Service Announcements that promote the County's Strategic Initiatives.
- Provided management and oversight of IT Contractor, as well as technical support for large IT initiatives and IT strategic planning efforts for County departments providing services directly related to achieving the County's Strategic Initiatives.

Strategic Initiative – Kids

- Provided workshops, internships and job shadowing days for children housed in County facilities, Monarch School, San Pasqual Academy and other school districts to encourage and support students' efforts to identify career choices and job preparation.



- Provided benefits to County employees and their families to ensure that the children of County of San Diego employees have access to healthcare.
- Assisted the Health and Human Services Agency (HHSA) to improve independent skills for dependent youth and to achieve a higher rate of high school graduation for foster youth.
- Collaborated with HHSA Child Welfare Services and Courts to provide permanency for dependent children.
- Collected revenue supporting specific programs for the benefit of children, including the Infant Mortality Review Program, the Battered Children's Fund, and funding for the Domestic Violence program.
- Participated in Community charitable causes such as County Employees Charitable Organization (CECO), Polinsky Children's Center, the San Pasqual Academy, and the March of Dimes to support and care for children in need.

Strategic Initiative – The Environment

- Developed a ten-year facility maintenance plan for the County Administration Center (CAC).
- Provided quality legal assistance to County departments that support the County's land use and environment goals, such as providing litigation support to enforce County Code violations and assisting with the implementation of the regional Clean Water Strategic Plan, ensuring its full compliance with State and federal requirements governing stormwater programs.
- In conjunction with the Land Use and Environment Group, provided training to employees regarding Stormwater Pollution Prevention.
- Converted pre-printed hardcopy tax bills to electronic bills to reduce repetitive processes and conserve resources.

Strategic Initiative – Safe and Livable Communities

- Provided safety and emergency response training for employees.
- Enforced the safety code in tenant improvement projects at the CAC.
- Provided quality legal services supporting law enforcement's efforts to facilitate safe and livable communities.
- Trained client department staff to recognize and avoid liability risks inherent in their duties.
- Developed and implemented the Work Safe/Stay Healthy program to reduce work injuries.
- Conducted analysis of new workers' compensation claims filed for the Sheriff's Department.
- Conducted in depth deep dive workers' compensation audit and analysis for Polinsky, Edgemoor, and Juvenile Hall.
- In conjunction with the Public Safety Group, assisted in the development and implementation of retention plans for the critical skills classifications within their organizations.
- Collected revenue supporting specific programs that promote safe and livable communities, such as Criminal Justice, Disaster Preparedness, Conciliation Court, and District Attorney's real estate fraud.

2004-06 Objectives

Strategic Initiative – Kids

- Timely complete at least 95% of all advisory assignments for HHSA in support of its goal to improve services provided to children.
- Review 100% of all juvenile dependency petitions prior to filing by HHSA in Juvenile Court to identify legal issues associated with factors that place children at risk.



- Continue to collect revenue supporting health services for children, including services aiding in the prevention of fetal and infant deaths.
- Continue to collect the marriage license fees funding Domestic Violence programs.

Strategic Initiative – The Environment

- Provide timely completion of at least 95% of all advisory assignments involving departments pursuing code enforcement matters.
- Handle 100% of all civil cases for departments pursuing code enforcement matters.
- Prevail in at least 90% of all resolved court cases involving civil code enforcement matters.

Strategic Initiative – Safe and Livable Communities

- Provide timely completion of 95% of the advisory assignments for the departments of Agriculture and Animal Services in support of their goals to protect the public from harmful pests and animals.
- Provide timely completion of 95% of the advisory assignments for the departments of Environmental Health and Air Pollution Control in support of their goals to protect communities from hazardous pollutants and public nuisances.
- Provide 60 training programs Countywide to train department staff to perform their duties safely, and to avoid creating risks for members of the public. Such trainings included the following:
 - Provide eight Risk Roundtable training sessions for various County departments.
 - Provide 25 Settlement Committee sessions involving rendering of advice, guidance, and recommendations on how to perform duties more safely in order to avoid risks to the public.

Required Discipline – Fiscal Stability

- Provide accounting, budget, and payroll services to County departments to provide the essential infrastructure for fiscal discipline and stability across the organization.
- Monitor fiscal performance and stability of the County through participation in the Quarterly review process for all County groups.
- Provide leadership in the development of mitigation strategies to maintain core public services as economic challenges are faced by the County due to State revenue reductions.
- Monitor the limitation of the use of one-time resources for one-time expenditures to maintain a structurally balanced budget and strong credit ratings.
- Provide capital finance management services to County departments to maintain a favorable standing in the capital market and prudent management of the County's debt portfolio.
- Manage and maintain a favorable credit quality rating and volatility rating for the San Diego County Treasurer's Pooled Money Fund by protecting the pool investments against losses through the execution of prudent and conservative investment policies.
- Provide resources for the provision of services to the public through the collection of revenue from the assessment of property, processing Documentary Transfer Taxes, associated property taxes, and Recording and County Clerk fees.
- Provide fair and uniform assessment of all property within San Diego County to ensure full valuation and compliance with property tax laws.
- Achieve a pre-trial dismissal of over 50% of all resolved cases won by the County through an aggressive pre-trial motion practice to dismiss lawsuits against the County



in the early stages of the litigation in order to avoid the high cost of attorney time, expert witnesses, discovery, trial costs, and other miscellaneous litigation costs.

- Provide 150 training sessions for County departments to assist with the goal of avoiding or mitigating risks of liability associated with program operation and performance of duties.
- Collect 98% of secured taxes and 99% of unsecured taxes.

Required Discipline – Accountability/Transparency

- Obtain the Certificate of Achievement for Excellence in Financial Reporting and the Distinguished Budget Presentation Award from the Government Finance Officers Association of the United States and Canada, demonstrating that visible, clear, and comprehensible decisions related to resource allocation are made by the County on behalf of its citizens.

Required Discipline – Skilled and Competent Workforce

- Work with the Federal Mediation and Conciliation Service and SEIU, Local 2028 to enhance existing Labor/Management Committees.
- Benchmark turnover rates with comparable organizations to determine the County's success in the retention of a skilled and competent workforce. Develop appropriate retention strategies as necessary.
- Conduct process analyses of recruitment, selection and compensation activities to improve efficiency and effectiveness of core human resources processes.
- Provide over 150 separate training programs to County departments on selected legal subjects to assist County staff to better administer their programs and mitigate legal risk.
- Provide over 40 specialized training, risk roundtables, settlement committee discussions, and post-litigation debriefings to specifically address risk management issues for various County departments.

- Issue 12 or more County Counsel Special Bulletins to inform County officials of new developments involving court rulings and new legislation.
- Provide over 80 training sessions for HHSA social workers and other staff to assist them in the performance of their duties in accordance with state law.

Required Discipline – Information Management

- Review successful RFP solicitations, seek approval by the Board of Supervisors, and award a contract to replace the existing System Managed Accounts Receivable and Trust (SMART) system.
- In coordination with the Assessor/Recorder/County Clerk, Treasurer/Tax Collector, and County Technology Office, review successful Request for Proposal (RFP) solicitations, seek approval by the Board of Supervisors, and award a contract to replace the existing Property Tax System.
- Continue with implementation of remaining phases of the Enterprise Resource Planning (ERP) project.
- Implement an automated Recording System to increase productivity and enhance efficiency within Assessor/Recorder/County Clerk and make information readily accessible to the public.
- Record, maintain and provide access to information regarding actions taken by the Board of Supervisors and other official County records and actions.
- Develop a replacement for the Clerk of the Board Assessment Appeals (CBAA) software system as a part of the new property tax administration system project in collaboration with the Assessor, Tax Collector and Auditor/Controller.
- Implement a web-based open enrollment process available to County employees for the selection of and update of health benefits.



- Convert hardcopy records and reports to electronic images.
- Purchase and implement a Countywide Integrated Electronic Payment system to streamline payment processing and access by the public.

Required Discipline –Customer Satisfaction

- Achieve a customer satisfaction survey result of a minimum of 95%.
- Record, archive, and make available all vital records to the public.

Executive Office Changes from 2003-04 Adopted

Staffing

- Proposed net increase of 2.75 staff years in the Executive Office, due to:
 - The proposed full year funding of six positions that were partially funded;
 - The transfer of 2.00 staff years to the County Technology Office for management of the development of the Enterprise Resource Planning (ERP) system; and,
 - The transfer of 1.00 staff year into the Executive Office from the County Technology Office for Group management of the IT system.

Expenditure

- Proposed net decrease of \$0.3 million due to the transfer of two positions to the County Technology Office and removing funding for six positions in order to stay within available resources. These positions will be frozen in the PeopleSoft Human Resources system pending the availability of future funding. These decreases were offset by proposed full year funding of 6 positions that were partially funded, and an increase in negotiated salaries and benefits costs.
- Proposed net decrease of \$0.8 million in Services and Supplies expenditures due to a decrease in mainframe computing power expenditures with the deployment of modules of the Enterprise Resource Planning System, as well as planned reductions in building rents and leases and other miscellaneous expenditures. These decreases are offset by an increase in major maintenance costs for shared facilities of \$1.4 million.

Revenue

- Proposed net decrease of \$2.9 million in revenue is due to a decrease in planned use of fund balance savings to fund one-time expenditures offset by resources budgeted for the ongoing support and maintenance of the ERP system.



Finance and General Government Group & Executive Office

Staffing by Department

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Finance & Genl Govt Exec Offices	22.25	25.00	12.36	25.00	0.00
Board of Supervisors	62.00	59.00	(4.84)	59.00	0.00
Assessor / Recorder / County Clerk	462.00	462.00	0.00	462.00	0.00
Treasurer / Tax Collector	123.00	123.00	0.00	123.00	0.00
Chief Administrative Office	16.50	15.50	(6.06)	16.00	3.23
Auditor and Controller	278.00	255.00	(8.27)	255.00	0.00
County Technology Office	18.00	17.00	(5.56)	17.00	0.00
Civil Service Commission	4.00	4.00	0.00	4.00	0.00
Clerk of the Board of Supervisors	37.00	37.00	0.00	37.00	0.00
County Counsel	137.00	135.00	(1.46)	135.00	0.00
Grand Jury	1.00	1.00	0.00	1.00	0.00
Human Resources	121.00	112.00	(7.44)	108.00	(3.57)
Media and Public Relations	22.00	22.00	0.00	22.00	0.00
Total	1,303.75	1,267.50	(2.78)	1,264.00	(0.28)



Finance and General Government Group & Executive Office

Expenditures by Department

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Finance & Genl Govt Exec Offices	\$ 18,660,153	\$ 17,600,572	(5.68)	\$ 13,168,871	(25.18)
Board of Supervisors	6,201,838	6,179,860	(0.35)	6,179,956	0.00
Assessor / Recorder / County Clerk	44,087,155	45,540,080	3.30	46,484,527	2.07
Treasurer / Tax Collector	13,512,360	14,493,592	7.26	14,765,355	1.88
Chief Administrative Office	3,946,497	3,986,672	1.02	4,087,877	2.54
Auditor and Controller	27,871,528	25,532,204	(8.39)	26,320,224	3.09
County Technology Office	129,095,708	116,577,235	(9.70)	115,416,434	(1.00)
Civil Service Commission	337,819	412,766	22.19	432,047	4.67
Clerk of the Board of Supervisors	5,611,381	5,594,619	(0.30)	5,734,963	2.51
County Counsel	17,531,975	19,071,831	8.78	19,561,297	2.57
Grand Jury	486,236	511,630	5.22	498,843	(2.50)
Human Resources	18,566,465	18,234,661	(1.79)	18,062,808	(0.94)
Media and Public Relations	2,444,357	2,369,952	(3.04)	2,393,934	1.01
CAC Major Maintenance	778,800	375,000	(51.85)	225,000	(40.00)
Total	\$ 289,132,272	\$ 276,480,674	(4.38)	\$ 273,332,136	(1.14)



Finance and General Government Group & Executive Office

Staffing by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Executive Offices	22.25	25.00	12.36	25.00	0.00
Total	22.25	25.00	12.36	25.00	0.00

Budget by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Executive Offices	\$ 18,660,153	\$ 17,600,572	(5.68)	\$ 13,168,871	(25.18)
Total	\$ 18,660,153	\$ 17,600,572	(5.68)	\$ 13,168,871	(25.18)

Budget by Categories of Expenditures

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 2,758,207	\$ 2,467,973	(10.52)	\$ 2,505,207	1.51
Services & Supplies	13,901,946	13,132,599	(5.53)	8,863,664	(32.51)
Management Reserves	2,000,000	2,000,000	0.00	1,800,000	(10.00)
Total	\$ 18,660,153	\$ 17,600,572	(5.68)	\$ 13,168,871	(25.18)

Budget by Categories of Revenue

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Reserve/Designation Decreases	3,238,200	3,238,200	0.00	3,238,200	0.00
Fund Balance	8,702,220	5,820,000	(33.12)	2,000,000	(65.64)
General Revenue Allocation	6,719,733	8,542,372	27.12	7,930,671	(7.16)
Total	\$ 18,660,153	\$ 17,600,572	(5.68)	\$ 13,168,871	(25.18)

Board of Supervisors



Department Description

The County is governed by a five-member Board of Supervisors elected to four-year terms. Each Board member represents a specific geographic area (Supervisory District) of the County.

Board General Office

The Board General Office, under direction from the Clerk of the Board of Supervisors, provides support to the main reception area of the Board of Supervisors.

District 1

Supervisor Greg Cox represents more than 599,000 residents of the First Supervisorial District on the San Diego County Board of Supervisors. The First District extends from the Pacific Ocean in the west to the Otay and San Miguel mountains in the east and from Crown Point on Mission Bay in the north to the U.S./Mexico international border. At the heart of the district lies San Diego Bay, a 23-square mile resource for commerce, ecology and recreation. The First Supervisorial District includes the incorporated cities of Coronado, Imperial Beach, Chula Vista, National City and communities within the City of San Diego, including Barrio Logan, Chollas View, Crown Point, Grant Hill, La Playa, Lincoln Park, Logan Heights, Loma Portal, Memorial, Midway, Mission Beach, Mount Hope, Mountain View, Nestor, Ocean Beach, Otay, Palm City, Point Loma, San Ysidro, Shelltown, Sherman Heights, Southcrest, Stockton, Sunset Cliffs, and Downtown San Diego. The district also includes the unincorporated communities of Bonita, Sunnyside, Lincoln Acres, and East Otay Mesa.

Supervisor Cox directs a highly experienced professional staff whose fundamental mission is to make County government work for citizens by being effective, responsible and accountable to taxpayers while ensuring its accessibility and responsiveness to residents. Supervisor Cox's staff assists him in policy development, research, and review of the

County budget and operations. The District 1 budget reflects the appropriate professional staffing level for policy analysis and constituent services.

Since joining the Board of Supervisors, Supervisor Cox has brought about an evolution in County government to better serve residents by increasing coordination among public safety resources to better protect residents and fight child and elder abuse; bringing innovation and reform to the County's welfare system; actively promoting the well-being of children, youth and families by creating more opportunities to succeed through projects like the San Pasqual Academy; ensuring the long-term environmental health of the region's beaches and bays through Project Clean Water; developing relationships across the international border with Mexico to address issues of bi-national significance; and preserving open space while providing recreational opportunities through the creation of the Otay Valley Regional Park, and the expansion of the Sweetwater River Regional Park, and the Tijuana River Valley Regional Park.

District 2

Supervisor Dianne Jacob represents more than 565,000 residents, including 263,000 unincorporated residents, living in 2,000 square miles of the majestic eastern portion of San Diego County. The Second Supervisorial District is geographically the largest of the five supervisorial districts with more unincorporated area residents than the other four districts combined. The Second District includes the cities of Poway, El Cajon, La Mesa, Lemon Grove, Santee and the communities of Allied Gardens, Del Cerro, Grantville and Rolando in the City of San Diego; the unincorporated



communities of Alpine, Boulevard, Campo, Casa de Oro, Crest, Cuyamaca, Dehesa, Descanso, Dulzura, Granite Hills, Guatay, Harbison Canyon, Jacumba, Jamul, Julian, Lake Morena, Lakeside, Mount Laguna, Mount Helix, Pine Hills, Pine Valley, Potrero, Ramona, Rancho San Diego, San Pasqual, Santa Ysabel, Shelter Valley, Spring Valley, Tecate and Vallecitos; as well as the Indian Reservations of Barona, Campo, Cuyapaipa, Inaja/Cosmit, Jamul, La Posta, Manzanita, Mesa Grande, Santa Ysabel, Sycuan and Viejas. Because of the large unincorporated areas in the Second District where residents rely on County Government for most local government services, residents have more contact and request more services from their County Supervisor than in more urbanized districts.

District 3

Vice Chairwoman Pam Slater-Price of District Three represents more than 613,000 residents. The district extends from Pacific Beach to Encinitas along the coast, and then from Carmel Valley and Sorrento Hills, the Third District stretches east to Mira Mesa and Scripps Ranch. Along the Interstate 15 corridor, the district takes in the communities of Tierrasanta, San Carlos, Rancho Penasquitos, Carmel Mountain, Sabre Springs, Rancho Bernardo and the City of Escondido. The office budget reflects staffing commensurate with the size of the district, its population growth and the myriad of services provided to the constituents. The budget also reflects a quality service relationship with the Third District's population. District Three requires diverse services and professional skills by the members of the Third District staff. District Three's boundaries include a wide variety of industry, education, environmental issues and research facilities, retail, flower growing, the highest concentration of tourism, and five city governments. The district office reflects the business, education, environmental concerns and population diversity of the district. District Three is a growing, vibrant area. Population growth can be attributed to not only climate

and lifestyle, but to the many economic opportunities available. Vice Chairwoman Slater-Price believes County government must do its share to promote quality of life through economic prosperity, environmental protection and appropriate services such as parks and libraries.

District 4

Supervisor Ron Roberts represents the Fourth Supervisorial District, considered the most ethnically diverse district in San Diego County. More than 590,000 people reside in the district, which encompasses a majority of the City of San Diego. Since his election to the Board of Supervisors in 1994, Supervisor Roberts has focused his energy on a wide variety of issues - from improving the plight of foster children and preserving public safety, to making sure that the County of San Diego remains one of the best managed counties in America. Because most of the Fourth Supervisorial District is located within the City of San Diego, the bulk of municipal services, like street improvements, trash collection and tree trimming fall under the jurisdiction of the San Diego City Council. In general, the Board of Supervisors is responsible for issues that are more regional in nature, such as public health, air quality, water quality, probation, and operation of the jail system. The County's Fourth Supervisorial District spans almost 70 square miles, extending north to University City, west to Old Town, east to the College Area, and south to Paradise Hills. The district also includes the neighborhoods of Bay Park, Chollas View, City Heights, Downtown San Diego (part), Encanto, Hillcrest, Golden Hill, Kearny Mesa, Kensington, Linda Vista, Little Italy, Mission Hills, Mission Valley, Montgomery Field, Morena, Normal Heights, North Park, Oak Park, Old Town, Serra Mesa, Skyline, South Park, Talmadge Park, and University Heights. Points of interest within the district include Old Town State Historic Park, Balboa Park and the world-famous San Diego Zoo.



District 5

Supervisor Bill Horn has represented the Fifth District since his election to the Board of Supervisors in 1994. The district covers the northern most area of San Diego County and stretches from the wave-swept sands of the Oceanside coast, to the pine-topped hills of the Palomar Mountain Range and beyond to the expanses of the Borrego Desert. The district, with nearly 1,800 square miles, is a vast resource of nature, industry and agriculture. Nearly 587,000 people reside in the Fifth District. Efficient and friendly service is a top priority for Supervisor Horn. His staff assists with research, development and analysis of the County budget, operations and policies in addition to responding to the needs of constituents and supporting Supervisor Horn in his contact with the public. Supervisor Horn is proud of the district's improved health care, public safety and new relationships with faith-based groups.

Within the Fifth District are the cities of Oceanside, Carlsbad, Vista and San Marcos, as well as Marine Corps Base Camp Pendleton. The district includes the unincorporated communities of Agua Caliente, Bear Valley, Birch Hill, Bonsall, Borrego Springs, Buena, DeLuz, Del Dios, Eagles Nest, Eden Valley, Elfin Forest, Fairbanks Ranch, Fallbrook, Gopher Canyon, Harmony Grove, Hidden Meadows, Jesmond Dene, La Costa, La Jolla Amago, Lake Henshaw, Lake San Marcos, Lake Sutherland, Lake Wohlford, Lilac, Morettis, Live Oak Park, Oak Grove, Ocotillo Wells, Pala, Palomar Mountain, Pauma Valley,

Rainbow, Ranchita, Rancho Monserate, Rancho Santa Fe, Rancho Santa Margarita, Rock Springs, San Felipe, San Ignacio, San Luis Rey, Sunshine Summit, Twin Oaks Valley, Valley Center, Vista Acres, Warner Springs and Winterwarm. The district is also home to the Indian Reservations of La Jolla, Los Coyotes, Mesa Grande, Pala, Pauma/Yuima, Rincon, and San Pasqual. Also within the district boundaries are vast areas of National Forest, State Park lands, and the United States Naval Weapons Station at Fallbrook. Supervisor Horn is an avocado rancher, so agriculture remains close to his heart. Agriculture is a major industry in the Fifth District (the fourth most important in the County), with many hills and valleys covered with groves of avocado and citrus trees. Decorative flowers, grown commercially, paint the hills of Carlsbad each year with a rainbow of colors. Elsewhere, cattlemen tend their herds in the oak-studded, inland valleys and farmers plant and harvest their crops that include strawberries and tomatoes. In springtime, wildflowers carpet the Borrego desert.

Tourism and industrial development are thriving in the Fifth District. The Biotechnology industry is represented in Oceanside, Carlsbad, Vista and San Marcos. Many of the major golf club makers are also part of the business success of the Fifth District. Supervisor Horn is committed to property rights, balanced growth, traffic relief and environmental care.



Board of Supervisors

Staffing by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Board of Supervisors District 1	11.00	10.00	(9.09)	10.00	0.00
Board of Supervisors District 2	12.00	11.00	(8.33)	11.00	0.00
Board of Supervisors District 3	12.00	11.00	(8.33)	11.00	0.00
Board of Supervisors District 4	12.00	12.00	0.00	12.00	0.00
Board of Supervisors District 5	13.00	13.00	0.00	13.00	0.00
Board of Supervisors General Offices	2.00	2.00	0.00	2.00	0.00
Total	62.00	59.00	(4.84)	59.00	0.00

Budget by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Board of Supervisors District 1	\$ 1,027,346	\$ 1,027,346	0.00	\$ 1,027,346	0.00
Board of Supervisors District 2	1,094,121	1,054,121	(3.66)	1,054,121	0.00
Board of Supervisors District 3	1,015,560	1,015,560	0.00	1,015,560	0.00
Board of Supervisors District 4	1,027,346	1,027,346	0.00	1,027,346	0.00
Board of Supervisors District 5	1,114,642	1,114,642	0.00	1,114,642	0.00
Board of Supervisors General Offices	922,823	940,845	1.95	940,941	0.01
Total	\$ 6,201,838	\$ 6,179,860	(0.35)	\$ 6,179,956	0.00

Budget by Categories of Expenditures

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 5,300,357	\$ 5,343,775	0.82	\$ 5,343,871	0.00
Services & Supplies	901,481	836,085	(7.25)	836,085	0.00
Total	\$ 6,201,838	\$ 6,179,860	(0.35)	\$ 6,179,956	0.00

Budget by Categories of Revenues

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
General Revenue Allocation	6,201,838	6,179,860	(0.35)	6,179,956	0.00
Total	\$ 6,201,838	\$ 6,179,860	(0.35)	\$ 6,179,956	0.00

Assessor/Recorder/County Clerk



Department Description

The Assessor is mandated by the Constitution of the State of California to establish values and maintain records on all taxable property within the boundaries of the County of San Diego, including maintaining maps of all real property parcels. The Recorder is mandated by the Government Code to examine, record, index, and archive records submitted for recordation or filing and to make available to the public all records in the custody of the Recorder. The Clerk is mandated by the Government Code to issue and maintain a record of fictitious business names, to issue marriage licenses, offer civil marriage ceremonies, and to provide certified copies of vital records including birth certificates.

Mission Statement

To have fair and uniform assessments of all property, to obey and fully implement all property tax laws and to provide prompt and courteous service to the public. To provide for the orderly and expeditious recordation, archiving and retrieval of all records submitted using automation, wherever appropriate, to increase productivity and efficiency and to provide for the efficient distribution of copies of vital records immediately upon receiving a request from a member of the public.

2003-04 Accomplishments

Strategic Initiative – Kids

- Collected revenue to support health services for children, including services aiding in the prevention of fetal and infant deaths.
- Continued to collect the marriage license fees funding Domestic Violence programs.
- Recorded judgments in an effort to collect funds from parents, delinquent with their child support payments.
- Helped the County's abused and neglected children by donating money collected from wedding photo fees to the Polinsky Children's Center.

- Supported the Battered Children's Fund by continuing to collect fees funding the program.

Strategic Initiative – The Environment

- Collected the Fish and Game filing fees that defray the costs of fish and wildlife resource management.

Strategic Initiative – Safe and Livable Communities

- Collected the fees used to fund County Criminal Justice and disaster preparedness services.
- Collected the fees funding the District Attorney's efforts to combat real estate fraud.

2004-06 Objectives

Strategic Initiative – Kids

- Continue to collect revenue supporting health services for children, including services aiding in the prevention of fetal and infant deaths.
- Continue to collect the marriage license fees funding Domestic Violence programs.
- Record judgments in an effort to collect funds from parents, delinquent with their child support payments.



- Help the County's abused and neglected children by donating money collected from wedding photo fees to the Polinsky Children's Center.
- Support the Battered Children's Fund by continuing to collect fees funding the program.

Strategic Initiative – The Environment

- Collect the Fish and Game filing fees that defray the costs of fish and wildlife resource management.

Strategic Initiative – Safe and Livable Communities

- Collect the fees used to fund County Criminal Justice and disaster preparedness services.
- Collect the fees funding the District Attorney's efforts to combat real estate fraud.

Required Discipline – Fiscal Stability

- Ensure the County remains fiscally sound by accurately assessing property, processing Documentary Transfer Taxes, associated property taxes, and Recording and County Clerk fees.
- Maintain fair and full valuation of all property within San Diego County.

Required Discipline – Customer Satisfaction

- Continue to maintain a high level of customer satisfaction.

Required Discipline – Information Management

- Implement an automated Recording System to enhance efficiency.

Changes from 2003-04 Adopted

Staffing

- No proposed changes to permanent staff years. A reduction of temporary and seasonal positions was made to mitigate the impact of decrease in departmental

General Purpose Revenue Allocation due to the State budget adjustments based on the Governor's Proposed Budget.

Expenditure

- Salaries and Benefits are proposed to increase by a net \$2.0 million due to an increase in negotiated salary and benefit costs, offset by a decrease in expenditures related to temporary and seasonal staff and overtime.
- Services and Supplies are proposed to decrease by \$0.4 million due to deletion of temporary help contracts, lower major maintenance projections, and revised computer contract cost projections.
- Capital Asset Equipment expenditures are proposed to decrease by \$0.3 million. Expenditure amounts in this account vary from year to year.
- Proposed increase in Management Reserves of \$0.2 million for unanticipated expenditures that may arise during the year.

Revenue

- Charges for Current Services are proposed to increase by \$5.0 million due to increased recordings, vital statistics, property tax administration reimbursement, and reimbursable expenses.
- Proposed increase of \$0.2 million in use of Fund Balance to offset the increase in Management Reserves for unanticipated expenditures.
- General Revenue Allocation is proposed to decrease by \$3.6 million due to a loss of property tax revenue in accordance with the Governor's Proposed Budget.



Performance Measures	2003-04 Adopted	2003-04 Estimated Actual	2004-05 Proposed	2005-06 Proposed
Assessment Appeals Cases completed within two years* ¹	100%	100%	N/A	N/A
Appraisals Performed ²	N/A	N/A	125,000	125,000
Business Audits Performed	1,100	1,100	1,000	1,000
Number of Documents Recorded/Examined	1,300,000	1,600,000	1,300,000	1,300,000
Recorded Documents and Vital Records copied	290,000	293,000	295,000	295,000
Fictitious Business Name Filings	35,000	36,000	35,000	35,000

*Unless waiver received.

¹ This measure will be discontinued as of Fiscal Year 2004-05.

² This measure will begin in Fiscal Year 2004-05.



Assessor/Recorder/County Clerk

Staffing by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Property Valuation ID	294.50	294.50	0.00	294.50	0.00
Recorder / County Clerk	131.00	131.00	0.00	131.00	0.00
Public Information Services	19.50	19.50	0.00	19.50	0.00
Management Support	17.00	17.00	0.00	17.00	0.00
Total	462.00	462.00	0.00	462.00	0.00

Budget by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Property Valuation ID	\$ 27,611,803	\$ 28,543,514	3.37	\$ 29,340,579	2.79
Recorder / County Clerk	12,318,062	12,436,187	0.96	12,643,848	1.67
Public Information Services	1,443,496	1,525,522	5.68	1,567,938	2.78
Management Support	2,713,794	3,034,857	11.83	2,932,162	(3.38)
Total	\$ 44,087,155	\$ 45,540,080	3.30	\$ 46,484,527	2.07

Budget by Categories of Expenditures

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 31,900,111	\$ 33,915,509	6.32	\$ 35,419,578	4.43
Services & Supplies	11,879,044	11,424,571	(3.83)	10,864,949	(4.90)
Capital Assets Equipment	308,000	—	(100.00)	—	0.00
Management Reserves	—	200,000	(100.00)	200,000	0.00
Total	\$ 44,087,155	\$ 45,540,080	3.30	\$ 46,484,527	2.07



Budget by Categories of Revenues

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Fund Balance	33,000	200,000	506.06	200,000	0.00
Licenses Permits & Franchises	440,000	440,000	0.00	440,000	0.00
Revenue From Use of Money & Property	50,934	140,000	174.87	140,000	0.00
Charges For Current Services	33,776,853	38,538,807	14.10	38,227,284	(0.81)
Miscellaneous Revenues	30,000	30,000	0.00	30,000	0.00
General Revenue Allocation	9,756,368	6,191,273	(36.54)	7,447,243	20.29
Total	\$ 44,087,155	\$ 45,540,080	3.30	\$ 46,484,527	2.07



Treasurer-Tax Collector



Department Description

The Treasurer-Tax Collector (T-TC) provides investment, banking, and other financial services to public agencies located within the County of San Diego and collects all local property taxes. The office manages the Treasurer's estimated \$4.0 billion investment funds, bills and collects \$2.9 billion in property taxes annually, establishes and maintains all banking relationships for the County, administers the County's Deferred Compensation Plans, and serves as Paying Agent and Fiscal Agent for various local agency bond issues. In addition, as the only elected fiscal officer of the County, the Treasurer-Tax Collector holds the only permanent seat on the San Diego County Employees Retirement Association (SDCERA) Board.

Mission Statement

To provide the citizens, agencies and employees of San Diego County with superior financial services in terms of quality, timeliness, efficiency, and value while maintaining the highest levels of customer service and satisfaction.

2003-04 Accomplishments

All Strategic Initiatives – Kids, The Environment, and Safe and Livable Communities

- Conducted market research necessary for the development of a Countywide Integrated Electronic Payment system.
- Drafted a Request for Statement of Qualifications for an Integrated Electronic Payment system.
- Automated the refund process with the Enterprise Resource Planning team using workflow.
- Collected 98% of secured taxes and 99% of unsecured taxes.
- Upgraded the SunGard Investment Financial System to support the Enterprise Resource Planning infrastructure.
- Updated Terminal Pay Plan policies and procedures.
- Implemented formal departmental Recruiting and Hiring policies and procedures to ensure consistency in hiring practices.
- Implemented a visitor check in policy and procedure to increase security.
- Implemented a departmental policy and procedure to request services and supplies.
- Implemented strategies to increase constituent outreach to pool participants, taxpayers, County employees, retirees, and community organizations.
- Drafted a new policy and a procedure for bond payment administration and accounting.
- Pursuing collection of \$1.5 million in disputed transient occupancy taxes and penalties.
- Increased the Investment Pool by \$5.0 million by adding a new investor.
- Investment Pool earnings outperformed Local Agency Investment Fund earnings.
- Issued a Request for Proposal to renegotiate banking services for the County and Investment Pool participants.



Strategic Initiative – Kids

- Developed and currently implementing a Deferred Compensation business plan to expand and improve education, information and services for employees and their families.
- Conducted three Financial & Investment Educational Symposiums.
- Expanded eligibility of Deferred Compensation Plan to temporary employees.
- Conducted four Hartford “Plan for Life” educational seminars.
- Hosted first annual School Bond Symposium to help schools leverage financial resources.
- Hosted high school outreach program to expose 7 students to County career opportunities.

Strategic Initiative – The Environment

- Implemented an integrated Automated Clearing House (ACH) payment reconciliation process to streamline wire transfers.
- Launched an internal pilot program to convert pre-printed hardcopy tax bills to electronic bills.

Strategic Initiative – Safe and Livable Communities

- Created an online application form to streamline the processing of Mobile Home Tax Clearance certificates.

2004-06 Objectives

Strategic Initiative – Kids

- Implement the Deferred Compensation business plan to expand and improve education, information and services for employees and their families.
- Conduct three Financial & Investment Educational Symposiums to expand and improve education, information and services for employees and their families.

Strategic Initiative – The Environment

- Convert hardcopy records and reports to electronic images to conserve natural resources.
- Purchase and implement a Countywide Integrated Electronic Payment system to streamline payment processing and conserve natural resources.

Required Discipline – Fiscal Stability

- Collect 98% of secured taxes and 99% of unsecured taxes.
- Review and evaluate custody services and deferred compensation plan management services.

Required Discipline – Information Management

- Convert hardcopy records and reports to electronic images to promote operational efficiency.
- Continue development of Integrated Property System with the Assessor/Recorder/Clerk, Auditor & Controller, and Chief Technology Office.

Required Discipline - Continuous Improvement

- Collaborate with the Enterprise Resource Planning team to automate the wire transfer process.

Required Discipline - Customer Satisfaction

- Redesign the tax bill to improve its readability and clarity.
- Redesign and enhance the departmental website to increase customer satisfaction.
- Enhance the Interactive Voice Response (IVR) system to improve customer satisfaction.

Changes from 2003-04 Adopted

Staffing

- There are no proposed changes in staffing.

**Expenditure**

- Salaries and Benefits are proposed to increase by \$0.8 million due to an increase in negotiated salaries and benefits costs.
- Services and Supplies are proposed to increase by \$0.5 million due to the increased costs of banking services.
- Decrease of \$0.3 million in Management Reserves is due to a decrease of resources allocated for unplanned expenditures.

Revenue

- Fines, Forfeitures & Penalties are proposed to increase by \$0.1 million due to the increase in anticipated fines and penalty revenue based on historical trends.
- Charges for Current Services revenues are proposed to increase by \$2.4 million to offset the increase in banking costs and salaries and benefits costs related to Pooled Banking Services and property tax administration.
- Miscellaneous Revenues are proposed to increase by \$0.1 million due to an increase in excess proceeds generated during the annual tax sale.
- Decrease of \$0.3 million in use of Fund Balance is due to a reduction in resources provided for unplanned expenditures.
- General Revenue Allocation is proposed to decrease by \$1.3 million due to a loss of property tax revenues in accordance with the Governors' Proposed Budget.

Performance Measures	2003-04 Adopted	2003-04 Estimated Actual	2004-05 Proposed	2005-06 Proposed
Secured Taxes Collected (\$ Millions)	\$2,859	\$2,867	\$3,058	\$3,058
Unsecured Taxes Collected (\$ Millions)	\$148	\$134	\$135	\$136
Rate of Return on Investment Pool (%)	2.25%	1.50%	1.75%	2.00%
Deferred Compensation Accounts ²	20,600	17,657	N/A	N/A
Customer Satisfaction Ratings (1-5)	4.6	4.8	4.8	4.8
Deferred Compensation Plan Participants	N/A	9,941	10,200	10,300

¹ Taxes collected and rate of return on the Investment Pool are key performance indicators for the Tax Collection and Treasury programs respectively. These measures are strongly affected by economic conditions. The County receives about 14% of taxes collected and the remainder goes to schools, cities, and special districts.

² Will be replaced by measure of plan participants in Fiscal Year 2004-05.



Treasurer-Tax Collector

Staffing by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Treasury	28.00	30.00	7.14	30.00	0.00
Tax Collection	83.00	82.00	(1.20)	82.00	0.00
Administration - Treasurer / Tax Collector	12.00	11.00	(8.33)	11.00	0.00
Total	123.00	123.00	0.00	123.00	0.00

Budget by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Treasury	\$ 4,081,439	\$ 5,250,726	28.65	\$ 5,306,592	1.06
Tax Collection	7,990,419	7,806,332	(2.30)	7,993,365	2.40
Administration - Treasurer / Tax Collector	1,440,502	1,436,534	(0.28)	1,465,398	2.01
Total	\$ 13,512,360	\$ 14,493,592	7.26	\$ 14,765,355	1.88

Budget by Categories of Expenditures

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 8,007,818	\$ 8,812,330	10.05	\$ 9,144,216	3.77
Services & Supplies	5,004,542	5,481,262	9.53	5,421,139	(1.10)
Management Reserves	500,000	200,000	(60.00)	200,000	0.00
Total	\$ 13,512,360	\$ 14,493,592	7.26	\$ 14,765,355	1.88

Budget by Categories of Revenues

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Fund Balance	500,000	200,000	(60.00)	200,000	0.00
Fines, Forfeitures & Penalties	664,525	800,000	20.39	799,000	(0.13)
Charges For Current Services	6,115,134	8,478,837	38.65	8,557,620	0.93
Miscellaneous Revenues	35,512	100,700	183.57	100,700	0.00
General Revenue Allocation	6,197,189	4,914,055	(20.71)	5,108,035	3.95
Total	\$ 13,512,360	\$ 14,493,592	7.26	\$ 14,765,355	1.88

Chief Administrative Office



Department Description

The Chief Administrative Office (CAO) is responsible for implementing the policy directives of the Board of Supervisors, achieving the County's overall mission, goals, and objectives through the County's Agency and Groups.

Mission Statement

Work with the Board of Supervisors, public and County employees to create a County government that is customer-focused and responsive to citizens' needs and priorities, effectively implementing the policy direction of the Board of Supervisors and efficiently managing the day-to-day operations and functions of County Government.

2003-04 Accomplishments

All Strategic Initiatives – Kids, The Environment, and Safe and Livable Communities

Throughout Fiscal Year 2003-2004, the Chief Administrative Officer used the principals and disciplines of the County's General Management System (GMS) to achieve and maintain operational excellence, despite the uncertain and increasingly difficult financial circumstances created by the State of California's fiscal crisis. The Chief Administrative Office and County management team:

- Prioritized program needs within the context of the County's three Strategic Initiatives: Kids, Environment and Safe & Livable Communities.
- Responded to the Firestorm 2003 wildfires and implemented a comprehensive recovery program within days of the fires' start.
- Worked closely with State legislators and the California State Association of Counties (CSAC) to protect local government revenue sources.

- Maintained the discipline of matching one-time funding with one-time projects and ongoing resources with ongoing services.
- Maintained prudent reserves for their intended purpose.
- Managed attrition and maximized planning efforts to prepare the County for State program reductions.
- Retained the County's high bond ratings in the face of the State's declining fiscal health.
- Developed alternative plans to continue major capital programs with minimal funding impacts even though completion dates may be extended.
- Produced and aired County Television Network (CTN) programs, segments and Public Service Announcements that promote the County's Strategic Initiatives

Strategic Initiative – Kids

The CAO worked to implement all objectives within the Kids Initiative, improving opportunities for children:

- Encouraged healthy behaviors and addressed children's health issues to help ensure healthy adulthood.
- Linked eligible needy children to no-cost and low-cost healthcare coverage.
- Achieved 87% immunizations rates, thereby exceeding both State and National rates for fully immunizing two-year old children.
- Provided housing assistance subsidy to approximately 10,712 households thereby promoting a nurturing environment for youth and their families.



- Provided quality care and supportive services for at-risk youth and children in the dependency system to create a nurturing environment that enables and encourages them to succeed.
- Addressed and prevented the harmful effects on youth of exposure to violence.
- Supported families with children as they transition from welfare to work and seek self-sufficiency.
- Constructed new playgrounds and renovated ball fields in County parks and other facilities throughout the County.

Strategic Initiative – The Environment

The CAO worked to implement all objectives within the Environment Initiative, promoting natural resource management strategies that ensure environmental preservation, quality of life and economic development.

- Implemented habitat conservation programs.
- Secured \$5.8 million in grant funding coupled with \$3.9 million in General Purpose Revenue for open space acquisitions.
- Developed and implemented land use planning strategies that address the issues, needs, and concerns of both the present and the future.
- Balanced housing, open space preservation, and economic development needs on behalf of residents, taxpayers, and businesses.
- Implemented a strategy to improve the water quality of our streams, rivers, bays, and ocean.
- Reduced environmental risk through regulation, intergovernmental collaboration, and leveraging public and private resources.
- Decreased conflict over land use and actively facilitated responsible development.

- Provided legal assistance to County departments that support the County's land use and environment goals such as the enforcement of County code violations.

Strategic Initiative – Safe and Livable Communities

The CAO worked to implement all objectives within the Safe and Livable Communities Initiative to promote safe and livable communities.

- Increased community residents' accountability for public safety.
- Addressed primary contributors to crime, including substance abuse, truancy, illiteracy, and mental health problems.
- Enhanced efforts to stop domestic violence, focusing on prevention, victim support, and reducing recidivism.
- Improved emergency preparedness, response, recovery and mitigation capabilities for both natural and man-made disasters.
- Promoted the health and well being of adults and seniors.
- Helped residents find safe and affordable housing.
- Promoted wellness and self-sufficiency.
- Developed techniques to attract businesses to all economic sub-regions of the County.
- Maintained and expanded parks.
- Expanded access to information resources for all residents.
- Developed and supported services, programs, and initiatives that enrich our residents' quality of life.
- With the assistance of the Land Use and Environment Group, provide training to employees regarding Stormwater Pollution Prevention.



2004-06 Objectives

Strategic Initiative – Kids

- Strengthen Child Welfare Services by improving measured outcomes, specifically ensuring no more than 14% of children re-enter foster care within a year of being re-unified with their families, and increasing sibling placements to at least 66%.
- Continue to implement Countywide capital improvements for children by completing the new Bonita Library, the new Campo Library, the new Spring Valley Gym and Teen Center and multiple new ball fields and playgrounds.
- Provide free tax preparation services to 2,000 low-income residents for the Earned Income Tax Credit program which results in promoting family self-sufficiency while returning \$3.0 million in tax dollars back to the County.

Strategic Initiative – The Environment

- Complete public review of the General Plan 2020 Environmental Impact Report and present to the Board of Supervisors for approval.
- Acquire 500 acres of park and/or preserve land by leveraging federal, State and private funding with General Purpose Revenues.
- Continue a regional leadership role in improving watershed protection and stormwater quality.

Strategic Initiative – Safe and Livable Communities

- Initiate the integration of mental health, alcohol and other drug services into a behavioral health system that is responsive to the needs of children and adults.
- Maximize federal and State resources to begin construction of the Edgemoor Healthcare Facility and seek alternative funding resources for design and construction of a new Medical Examiner's facility.

- Develop a three-year Countywide Homeland Security Exercise Program, working with law enforcement and fire service agencies to strengthen the County's ability to respond to emergencies.
- Provide resource support to the Fire Helicopter Task Force to protect against future firestorms.
- Seek Homeland Security grants or other funding options to improve the Regional Communication System by expanding and enhancing the existing network.

Required Discipline – Fiscal Stability

- Maintain prudent reserve levels and resist pressure to offset State program cuts with these one-time resources.
- Continue fiscal discipline of only using ongoing revenues for ongoing operational expenses.
- Retain a high County credit rating by maintaining fiscally conservative policies.
- Manage fiscal downturn through prudent planning and attrition to minimize reductions in workforce. Where reductions are necessary, provide workforce transition assistance to impacted employees.
- Maintain an ongoing relationship with Federal Emergency Management Agency (FEMA) officials to ensure full reimbursement of all allowable Firestorm 2003 expenses.
- Continue to meet all fiscal responsibilities while managing through the significant proposed State shift of local property tax dollars to the State.
- Reenergize managed competition and reengineering efforts by employees, non-profits and for-profit providers to maximize services for citizens as budgets are shrinking.
- Continue to use information technology as a tool to improve business processes and services to the public.



Required Discipline – Regional Leadership

- Continue to support and provide active participation in Community charitable causes that support and care for children such as the County Employees Charitable Organization (CECO), San Pasqual Academy, and the March of Dimes.

Changes from 2003-04 Adopted

The changes outlined in this section are limited to the budget area assigned specifically to capture expenditures related to the immediate staff within the CAO's Department. They are not reflective of the overall County budget changes recommended by the Chief Administrative Officer.

Staffing

- Proposed net decrease of 1.00 staff year due to the elimination of one position to mitigate the impact of the decrease in departmental General Purpose Revenue allocation made to address the impact of State budget adjustments based on the Governor's Proposed Budget.

Expenditure

- Proposed net increase of \$0.1 million in Salaries and Benefits expenditures due to the elimination of one position offset by increased costs related to negotiated labor costs.
- Proposed decrease in Services and Supplies expenditures of \$0.1 million due to a decrease in general office expense.
- Proposed increase in Management Reserves of \$20,000.

Revenue

- Proposed increase in use of Fund Balance to offset budgeted use of Management Reserves for unanticipated expenditures.



Staffing by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Executive Office	8.50	7.50	(11.76)	8.00	6.67
Office of Intergovernmental Affairs	4.00	4.00	0.00	4.00	0.00
Internal Affairs	4.00	4.00	0.00	4.00	0.00
Total	16.50	15.50	(6.06)	16.00	3.23

Budget by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Executive Office	\$ 1,576,817	\$ 1,606,021	1.85	\$ 1,677,031	4.42
Office of Intergovernmental Affairs	1,254,218	1,266,543	0.98	1,293,918	2.16
County Memberships and Audit	611,472	615,201	0.61	615,201	0.00
Internal Affairs	503,990	498,907	(1.01)	501,727	0.57
Total	\$ 3,946,497	\$ 3,986,672	1.02	\$ 4,087,877	2.54

Budget by Categories of Expenditures

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 2,029,055	\$ 2,159,813	6.44	\$ 2,198,045	1.77
Services & Supplies	1,917,442	1,806,859	(5.77)	1,869,832	3.49
Management Reserves	—	20,000	(100.00)	20,000	0.00
Total	\$ 3,946,497	\$ 3,986,672	1.02	\$ 4,087,877	2.54

Budget by Categories of Revenues

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Fund Balance	—	20,000	(100.00)	20,000	0.00
Charges For Current Services	49,826	49,826	0.00	49,826	0.00
General Revenue Allocation	3,896,671	3,916,846	0.52	4,018,051	2.58
Total	\$ 3,946,497	\$ 3,986,672	1.02	\$ 4,087,877	2.54



Auditor and Controller



Department Description

The Auditor and Controller (A&C) Department has four primary responsibilities. First, in accordance with the County Charter and generally accepted accounting principles, the Department provides an integrated system of financial support services for all County departments, agencies and special districts including: accounting; cash management; payroll, accounts payable; cost accounting; and property tax services. The Department performs independent operational, management, performance, and departmental audits and oversees contracts for audit services. Also, the Department is responsible for the development, preparation, and monitoring of the County's Operational Plan and furnishes customer focused financial decision-making support to the Board of Supervisors and the Chief Administrative Officer, and advances the goals and visions of the Board utilizing the General Management System (GMS) and County's Strategic Plan. Finally, the Department provides cost effective and efficient professional collections and accounts receivable management services to maximize recovery of monies due the County.

Mission Statement

Maintain our status as a national leader in providing government financial services. Continue to provide our customers with superior financial service in terms of quality, timeliness, value, and fiscal integrity to enable them to plan for and achieve their goals.

2003-04 Accomplishments

Required Discipline -Fiscal Stability

- Provided financial information and services to meet operational, regulatory, and business requirements of our customers, which include all departments, agencies and special districts.
- Balanced prudent cash reserves with operational needs to preserve the County's fiscal health.
- Maintained the County's bond rating at AA-.

Required Discipline -Skilled, Competent Workforce

- Developed and updated annual employee development plans for all departmental personnel. Each plan outlined core competency training and development objectives for the fiscal year. It is anticipated that employees will complete over 80% of the identified curriculum.
- Developed and conducted budgeted position management training as a financial core competency Countywide training course.

Required Discipline -Continuous Improvement/ Information Management

- Continued with implementation of the Enterprise Resource Planning (ERP) project. Department personnel have assumed ownership of the Oracle Financials components to include General Ledger, Projects and Grants, Fixed Assets and Accounts Payable modules. A review and rewrite of all County



Administrative Policies and Procedures due to new ERP business practices is ongoing and is projected for completion in Fiscal Year 2005-06.

- Implemented imaging technology to convert hard copy reports to electronic formats, creating significant operational efficiencies and cost savings.
- In coordination with the Assessor/Recorder/County Clerk, Treasurer/Tax Collector, and County Technology Office, issued a Request For Proposal (RFP) for the replacement of the existing Property Tax System.
- Issued an RFP to replace the System Managed Accounts Receivable and Trust (SMART) System, administered by the Revenue and Recovery division.
- Operational Business Continuity planning was conducted for key departmental functions as part of a Countywide Business Continuity planning program.

Required Discipline -Accountability/Transparency

- In accordance with the County's GMS, a timely two-year Operational Plan was produced.
- Assisted and coordinated activities related to grant and insurance claiming as a result of the Firestorm 2003.

Required Discipline -Regional Leadership

- Continued to support and provide active participation in Community charitable causes that support and care for children. Auditor and Controller personnel collected approximately \$2,370 for County Employees Charitable Organization (CECO), \$2,000 for the San Pasqual Academy, and \$300 for the March of Dimes.
- In conjunction with the Land Use and Environment Group, continued to provide regional leadership through training on stormwater pollution prevention and other environmental best practices. Storm water pollution prevention training was provided to all departmental employees in the prior year.

- Received several distinguished recognition awards for financial leadership including the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award and the Certificate of Achievement in Financial Reporting, as well as the State Controller's Award for Achieving Excellence in Financial Reporting.

2004-06 Objectives

Required Discipline -Regional Leadership

- Continue to support and provide active participation in Community charitable causes that support and care for children such as the County Employees Charitable Organization (CECO), San Pasqual Academy, and the March of Dimes.

Required Discipline -Fiscal Stability

- Continue to provide value-added financial information and services to meet operational, regulatory, and business requirements of our customers, which include all departments, agencies and special districts.
- Continue to maintain the County's AA- bond rating.
- Complete, in accordance with the General Management System, a two-year Operational Plan.

Required Discipline -Accountability /Transparency

- Complete 100% of all mandatory Audits and issue audit advisories as requested by Group Managers.

Required Discipline -Skilled, Competent Workforce

- Continue to develop and update annual employee development plans for all departmental personnel. Each plan will outline core competency training and development objectives for Fiscal Year 2004-05 with the goal of completing 80% of identified curriculum.
- Continue to develop and administer at least one Countywide financial core competency-training course in Fiscal Year 2004-05.



Required Discipline -Continuous Improvement and Information Management

- Review successful Request For Proposals (RFP) solicitations, seek approval by the Board of Supervisors, and award a contract to replace the existing SMART accounts receivable system.
- In coordination with the Assessor/Recorder/County Clerk, Treasurer/Tax Collector, and County Technology Office, review successful RFP solicitations, seek approval by the Board of Supervisors, and award a contract to replace the existing Property Tax System.
- Continue with implementation of remaining phases of the Enterprise Resource Planning (ERP) project.
- Continue to identify opportunities for Business Process Re-engineering in conjunction with the implementation of the ERP project.

Changes from 2003-04 Adopted**Staffing**

- Proposed reduction of 23.00 staff years to mitigate the impact of the decrease in departmental General Purpose Revenue allocation made to address the impact of State budget adjustments based on the Governor's Proposed Budget. The reduction of staff years produces a decrease

in the department's flexibility in assuming additional responsibilities related to financial systems implementation or new programs.

Expenditure

- Proposed net reduction in Salaries and Benefits expenditures of \$0.1 million as a result of reduction of 23.00 staff years, offset by an increase in negotiated salaries and benefits.
- Proposed reduction in Services and Supplies expenditures of \$1.9 million based on efficiencies gained in information technology.
- Proposed decrease of \$0.3 million in Management Reserves is due to a decrease of resources allocated for unplanned expenditures.

Revenue

- Proposed increase in Program revenues of \$1.6 million representing anticipated increases in Assembly Bill (AB) 2890 (Public Contracts) revenue, A87 cost recovery, and miscellaneous revenues.
- Decrease of \$0.2 million in use of Fund Balance is due to a reduction in resources provided for unplanned expenditures.
- General Revenue Allocation is proposed to decrease by \$1.9 million due to a loss of property tax revenue in accordance with the Governors' Proposed Budget.



Performance Measures	2003-04 Adopted	2003-04 Estimated Actual	2004-05 Proposed	2004-05 Projected
Complete 100% of Mandated Audits	100%	100%	100%	100%
Implement ERP's	Continue Phase 4 - 6 Implementation	Completed Implementation Through Phase 5a	Continue Phase 5 – 6 Implementation	Continue Phase 5 – 6 Implementation
Achieve An Accuracy Rate of 100% for Property Tax Bills, Roll and Tax Apportionments	100%	100%	100%	100%
Maintain County Bond Rating	AA-	AA-	AA-	AA-



Staffing by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Audits	16.50	15.00	(9.09)	15.00	0.00
Office of Financial Planning	16.50	12.00	(27.27)	12.00	0.00
Accounting and Fiscal Control	111.00	102.00	(8.11)	102.00	0.00
Revenue and Recovery	110.00	106.00	(3.64)	106.00	0.00
Administration	24.00	20.00	(16.67)	20.00	0.00
Total	278.00	255.00	(8.27)	255.00	0.00

Budget by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Audits	\$ 2,154,398	\$ 1,833,187	(14.91)	\$ 1,937,831	5.71
Office of Financial Planning	2,223,607	1,693,009	(23.86)	1,744,173	3.02
Accounting and Fiscal Control	9,521,431	9,220,258	(3.16)	9,500,292	3.04
Revenue and Recovery	9,393,151	9,369,900	(0.25)	9,711,497	3.65
Administration	4,578,941	3,415,850	(25.40)	3,426,431	0.31
Total	\$ 27,871,528	\$ 25,532,204	(8.39)	\$ 26,320,224	3.09

Budget by Categories of Expenditures

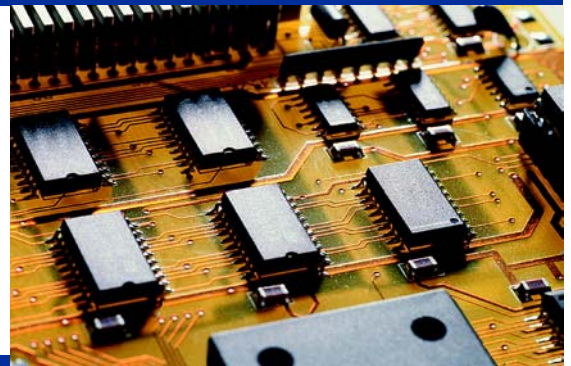
	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 18,588,160	\$ 18,440,254	(0.80)	\$ 19,278,725	4.55
Services & Supplies	8,743,368	6,871,950	(21.40)	6,821,499	(0.73)
Other Charges	20,000	20,000	0.00	20,000	0.00
Capital Assets Equipment	20,000	—	(100.00)	—	0.00
Management Reserves	500,000	200,000	(60.00)	200,000	0.00
Total	\$ 27,871,528	\$ 25,532,204	(8.39)	\$ 26,320,224	3.09



Budget by Categories of Revenues

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Fund Balance	500,000	200,000	(60.00)	200,000	0.00
Intergovernmental Revenues	70,000	80,000	14.29	80,000	0.00
Charges For Current Services	5,048,072	6,667,920	32.09	6,543,921	(1.86)
Miscellaneous Revenues	355,500	626,776	76.31	832,389	32.80
Other Financing Sources	25,000	25,000	0.00	25,000	0.00
General Revenue Allocation	21,872,956	17,932,508	(18.02)	18,638,914	3.94
Total	\$ 27,871,528	\$ 25,532,204	(8.39)	\$ 26,320,224	3.09

County Technology Office



Department Description

The County Technology Office (CTO) ensures the County's Information Technology (IT) and telecommunications needs are met by overseeing the Pennant Alliance contract and provides strategic direction, operational planning, and support to user departments.

Mission Statement

Provide state-of-the-art Information Technology solutions to the County Business Units to support the County's Strategic Plan.

2003-04 Accomplishments

All Strategic Initiatives – Kids, The Environment, and Safe and Livable Communities

- Provided technical and project management support on large IT initiatives for County departments.
- Provided assistance in the IT strategic planning efforts of County departments.
- Provided management and oversight of IT Contractor providing IT infrastructure to County departments.
- Implemented IT Investment Management (ITIM) initiative in order to effectively manage County's use of applications.
- Assisted with Enterprise Resource Planning (ERP) implementation and the decommissioning of existing legacy applications that the new system replaces.
- Provided project management for the new Property Tax System.
- Negotiated modifications to service level requirements with IT Contractor.
- Streamlined financial reporting of IT costs through enhancements to Chargeback system.
- Created a training program to implement project management Countywide.

- Strategic Initiatives – Kids
- Assisted the Futures Foundation to provide technology to organizations that promote the well being of kids.

2004-06 Objectives

Strategic Initiatives – Kids

- Support the San Diego Futures Foundation providing technology to organizations that promote the well being of kids.

Required Discipline - Fiscal Stability

- Reduce IT Application Maintenance Costs by developing a process, utilizing ITIM, to ensure application investments target reductions in maintenance and support costs.

Required Discipline - Customer Satisfaction

- Increase CTO customer satisfaction results on surveys by 5%.

Required Discipline - Regional Leadership

- Demonstrate regional leadership by participating in the regional meetings between County, City, Port and Airport Chief Information Officers.

Required Discipline – Accountability/Transparency

- Use information technology as a tool to provide County departments and the public access to information.

Required Discipline - Essential Infrastructure

- Maintain the essential IT infrastructure required by County departments as it relates to IT.



Required Discipline - Information Management

- Assist County Departments in identifying commercial off the shelf software that meets their needs.
- Manage the final deployment for the remaining modules of the ERP system and the development of the Integrated Property Tax System.

Changes from 2003-04 Adopted

Staffing

- Proposed net decrease of 1.00 staff year due to:
 - The elimination of two positions to mitigate the impact of the decrease in departmental General Purpose Revenue allocation made to address the impact of State budget adjustments based on the Governor's Proposed Budget. The elimination of two positions will cause a decrease in the technical oversight of IT contract administration and organizational communications;
 - The transfer of one position mid-year to the Finance and General Government Group for the Group management of the IT systems; and,
 - The transfer of two positions into CTO from the Finance and General Government Group for the management of the ERP development project.

Expenditure

- Proposed net decrease of \$0.2 million in Salaries and Benefits expenditures is due to the elimination of two positions and the addition of two positions, offset by increased negotiated salary and benefit costs.

- Proposed net decrease in Services and Supplies expenditures of \$12.0 million is due to a decrease in the IT Internal Service Fund expenditures resulting from an anticipated reduction in IT costs by County departments and the Courts.
- Proposed decrease of \$0.3 million in Management Reserves is due to a decrease of resources allocated for unplanned expenditures.

Revenue

- Proposed decrease of \$0.2 million in Intergovernmental Revenue is due to the anticipated decrease in IT costs used by the Courts.
- Proposed decrease of \$7.4 million in Charges for Current Services is due to planned reductions in IT costs by County departments.
- Proposed decrease of \$6.0 million in Other Financing Sources is due to a decrease in anticipated use of bond proceeds for payment of the ERP project.
- Proposed increase of \$2.6 million in use of Fund Balance is due to the planned use of one-time resources to fund one-time consulting services related to the completion of the ERP project.
- Proposed decrease of \$1.6 million in General Revenue Allocation due to the impact on the County of the Governor's Proposed Budget.



Performance Measures	2003-04 Adopted	2003-04 Estimated Actual	2004-05 Proposed	2005-06 Proposed
Number of Groups trained in the use of applications investment tracking	2	4	2	2
Number of days contract disputes remain open	30	24	20	20
Number of desktops refreshed ¹	3,000	3401	3,000	3,000
Number of IT Guiding Principles implemented	5	5	5	5
Number of days for CTO workorder authorization	5	5	5	5
Number of servers refreshed ¹	200	112	85	85

¹ Number of items to be refreshed is a contractual obligation for a percentage of desktops/servers to be refreshed in County environment at the beginning of each year.



Staffing by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
CTO Office	18.00	17.00	(5.56)	17.00	0.00
Total	18.00	17.00	(5.56)	17.00	0.00

Budget by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
CTO Office	\$ 6,770,283	\$ 4,811,698	(28.93)	\$ 4,461,851	(7.27)
Information Technology Internal Service Fund	122,325,425	111,765,537	(8.63)	110,954,583	(0.73)
Total	\$ 129,095,708	\$ 116,577,235	(9.70)	\$ 115,416,434	(1.00)

Budget by Categories of Expenditures

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 2,686,947	\$ 2,490,207	(7.32)	\$ 2,514,663	0.98
Services & Supplies	125,909,712	113,887,028	(9.55)	112,701,771	(1.04)
Management Reserves	499,049	200,000	(59.92)	200,000	0.00
Total	\$ 129,095,708	\$ 116,577,235	(9.70)	\$ 115,416,434	(1.00)

Budget by Categories of Revenues

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Fund Balance	2,099,049	4,700,000	123.91	4,200,000	(10.64)
Intergovernmental Revenues	10,810,000	10,647,500	(1.50)	10,562,000	(0.80)
Charges For Current Services	97,970,772	90,530,981	(7.59)	89,782,027	(0.83)
Miscellaneous Revenues	30,000	3,500	(88.33)	3,500	0.00
Other Financing Sources	14,067,547	8,136,450	(42.16)	8,159,950	0.29
General Revenue Allocation	4,118,340	2,558,804	(37.87)	2,708,957	5.87
Total	\$ 129,095,708	\$ 116,577,235	(9.70)	\$ 115,416,434	(1.00)

Civil Service Commission



Department Description

The Civil Service Commission is designated by the County Charter as the administrative appeals body for the County in personnel matters. The Commission is comprised of five citizens appointed by the Board of Supervisors and is supported by a small staff.

Mission Statement

To protect the merit basis of the personnel system through the exercise of the Commission's Charter-mandated appellate and investigative authority.

2003-04 Accomplishments

All Strategic Initiatives – Kids, The Environment, and Safe and Livable Communities

- Provided our customers with hearings that were fair and efficient, resulting in legally sound decisions.
- Received positive ratings in 95% of customer satisfaction surveys.
- Mystery/phone shopper survey results for the Department were consistently above average.
- All decisions made by the Commission took into consideration County liability, due process, and fairness. During Fiscal Year 2003-04, fewer than 5% of Commission decisions were litigated. This aggressive approach resulted in the Courts' affirmation of 90% of the Commission's decisions.
- Worked with the Department of Human Resources and County Counsel to improve policies and procedures relating to the Civil Service Commission.
- Implemented a new Civil Service Rule XV (Peace Officers' Administrative Appeal to Civil Service Commission from Adverse Citizens' Law Enforcement Review Board Finding).

- Explored and implemented new ways of providing consistently excellent services to our customers through the use of technology and the development of new automated processes.

2004-06 Objectives

Required Discipline – Customer Satisfaction

- Provide our customers with prompt hearings that are fair, efficient and result in legally sound decisions.
- Identify opportunities to increase customer satisfaction through the use of improved customer surveys.
- Explore and implement more effective and efficient ways of providing consistently excellent services to our customers.

Required Discipline – Accountability/Transparency

- All decisions made by the Commission will take into consideration County liability, due process, and fairness. During Fiscal Years 2004-06, fewer than 5% of Commission decisions will be litigated. This aggressive approach will result in the Courts' affirmation of 90% of the Commission's decisions.

Required Discipline – Skilled and Competent Workforce

- Continue to work with the Department of Human Resources and County Counsel to improve policies and procedures relating to the Civil Service Commission.

Required Discipline – Fiscal Stability

- Continuously monitor office operations to identify and utilize potential cost-saving measures.



- Strive to reduce the size of back pay awards resulting from successful termination appeals by decreasing the time necessary to complete the appeal process.

Changes from 2003-04 Adopted

Staffing

- No proposed changes.

Expenditure

- Proposed increase in Salaries and Benefits expenditures of \$0.08 million is due to increases in negotiated salaries and benefits costs.

- Decrease in Services and Supplies expenditures of \$0.016 million is due to a reduction in the use of professional services.

Revenue

- Decrease of \$0.05 million in use of Fund Balance is due to the use of fund balance savings to fund unplanned one-time expenditures in Fiscal Year 2003-04.
- Increase of \$0.12 million in General Purpose Revenue Allocation is due primarily to increases in salary and benefit costs.



Performance Measures	2003-04 Adopted	2003-04 Estimated Actual	2004-05 Proposed	2005-06 Proposed
Mandated Commission Hearings ¹	40	34	N/A	N/A
Investigations ¹	11	32 ²	N/A	N/A
Staff Review / Recommendations ¹	332	275	N/A	N/A
Customer Satisfaction Rating	N/A	95%	95%	95%
% Commission Decisions Litigated	N/A	5%	5%	5%
% Commission Decisions Affirmed by Court	N/A	90%	90%	90%

¹ These measures will be replaced with Customer Satisfaction Rating, % of Commission Decisions Litigated, and % of Commission Decisions Affirmed by Court, effective with the Fiscal Year 2003-04 Estimated Actuals.

² The increase in the number of investigations is due to an unusually large number of discrimination complaints received in Fiscal Year 2003-04.



Staffing by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Civil Service Commission	4.00	4.00	0.00	4.00	0.00
Total	4.00	4.00	0.00	4.00	0.00

Budget by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Civil Service Commission	\$ 337,819	\$ 412,766	22.19	\$ 432,047	4.67
Total	\$ 337,819	\$ 412,766	22.19	\$ 432,047	4.67

Budget by Categories of Expenditures

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 272,569	\$ 353,956	29.86	\$ 374,208	5.72
Services & Supplies	65,250	48,810	(25.20)	47,839	(1.99)
Management Reserves	—	10,000	(100.00)	10,000	0.00
Total	\$ 337,819	\$ 412,766	22.19	\$ 432,047	4.67

Budget by Categories of Revenues

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Fund Balance	57,226	10,000	(82.53)	10,000	0.00
Charges For Current Services	31,031	31,031	0.00	31,031	0.00
General Revenue Allocation	249,562	371,735	48.95	391,016	5.19
Total	\$ 337,819	\$ 412,766	22.19	\$ 432,047	4.67

Clerk of the Board of Supervisors



Department Description

The Executive Officer acts as the administrative head of the Department, serves as the Clerk of the Board of Supervisors and performs duties as provided in the Government Code and formal orders of the Board of Supervisors. He serves as the administrative officer of four Assessment Appeals Boards, as filing officer for economic disclosure statements, Deputy Secretary of the County Housing Authority, Clerk of the Air Pollution Control Board, and various other special districts and committees. The department administers the Board General Office and manages over \$12 million of budgets and trust accounts as well as the 18-acre County Administration Center (CAC), a designated federal historic landmark, which includes over 360,600 square feet of building space. Four program areas are included within the Department: Executive Office, Public Services, Legislative Services and CAC Facilities Services.

Mission Statement

To provide consistently excellent service and support to the Board of Supervisors and the people we serve in an efficient and friendly manner.

2003-04 Accomplishments

All Strategic Initiatives - Kids, The Environment, and Safe and Livable Communities

- Decreased the operating costs of the County Administration Center by identifying non-essential machinery and reducing operating hours of this machinery. As a result of these actions, we were able to achieve a 20% savings in energy consumption from the prior year.
- Clerk of the Board received the 2003-2004 Office Building of the Year Award for the County Administration Center in the Historical Building category from the San Diego Building Owners and Managers Association.

- Improved customer satisfaction through the development and installation of an on-line customer survey available on our website.
- Implemented a public awareness campaign to recruit more volunteers to serve on County boards, commissions and committees.
- Clerk of the Board received 100% customer satisfaction ratings four times in the Chief Administrative Officer's customer surveys and is the only County Department to do so.

Strategic Initiative – Kids

- Sponsored a successful holiday tree fundraiser to benefit San Pasqual Academy.
- Redesigned our Public Services Section to accommodate our customers who bring their families with them to transact business.



Strategic Initiative – The Environment

- Focused our Facilities Services Section commitment on County Administration Center ongoing facility maintenance and improvement projects related to utilities conservation.
- Began development of a ten-year facility maintenance plan for the County Administration Center in order to provide an organized, cost effective approach to a quality building maintenance program over the next decade.

Strategic Initiative – Safe and Livable Communities

- Enforced the safety code in tenant improvement projects at the County Administration Center.
- Increased external security patrols around the County Administration Center.
- Continued safety and emergency response training for employees.
- Established and equipped the County Administration Center Maintenance Annex as an emergency storage site in accordance with the Clerk of the Board Business Recovery Plan.
- Implemented a process to protect critical Clerk of the Board records from a possible disaster at the County Administration Center.

2004-06 Objectives

Strategic Initiative – Kids

- Sponsor the annual Holiday Tree fundraiser to benefit the kids at San Pasqual Academy.

Required Discipline – Information Management

- Record, maintain and provide access to information regarding actions taken by the Board of Supervisors and other official County records and actions.

- Develop a replacement for the Clerk of the Board Assessment Appeals (CBAA) software system as a part of the new property tax administration system project in collaboration with the Assessor, Tax Collector and Auditor/Controller.

Required Discipline – Customer Satisfaction

- Establish a Tenant's Guide to the County Administration Center, focusing on issues such as security, the wellness center, use regulations, the cafeteria, vending machines, etc.

Required Discipline – Fiscal Stability

- Reduce workers' compensation incident rates through staff safety training, use of the departmental safety committee, use of ergonomic equipment and participation in the County's Worksafe Stay-Healthy Program.

Required Discipline – Continuous Improvement

- Implement a quality process review of two procedures in each of the four departmental programs.

Changes from 2003-04 Adopted

Staffing

- No proposed staffing changes.

Expenditure

- Proposed increase in Salaries & Benefits expenditures of \$0.17 million is due to an increase in negotiated salary and benefit costs.
- Proposed decrease in Management Reserves of \$0.19 million is due to decrease in resources allocated for unanticipated expenditures.

Revenue

- Proposed increase in Charges for Current Services revenue of \$5,000 is due to anticipated increase in passport fee revenue.



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- Proposed decrease in use of Fund Balance of \$0.19 million is due to decrease in resources allocated for unanticipated expenditures.
 - Proposed increase of \$0.17 million in General Purpose Revenue Allocation reflects the incremental amount necessary to maintain services at current level.



Performance Measures	2003-04 Adopted	2003-04 Estimated Actual	2004-05 Proposed ¹	2005-06 Proposed
Average score on internal customer surveys	N/A	N/A	4.5 (out of 5)	4.7 (out of 5)
Percent of draft Board of Supervisor Statement of Proceedings approved within 24 hours of each Board Meeting	N/A	N/A	100%	100%
Percent of property tax assessment appeal applications quality reviewed and entered into the computer system within 7 days of receipt during the filing period	N/A	N/A	90%	90%
Percent of County Administration Center Facilities Services preventive maintenance work orders completed as scheduled	N/A	N/A	90%	90%
Percent of record requests fulfilled within 10 days of receipt	N/A	N/A	100%	100%

1 This is the first year the department is including performance measures.



Staffing by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Legislative Services	10.00	10.00	0.00	10.00	0.00
CAC Facilities Services	12.00	11.00	(8.33)	11.00	0.00
Public Services	10.00	11.00	10.00	11.00	0.00
Executive Services	5.00	5.00	0.00	5.00	0.00
Total	37.00	37.00	0.00	37.00	0.00

Budget by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Legislative Services	\$ 788,444	\$ 794,355	0.75	\$ 834,188	5.01
CAC Facilities Services	3,030,034	3,065,188	1.16	3,121,788	1.85
Public Services	685,151	786,938	14.86	825,869	4.95
Executive Services	1,107,752	948,138	(14.41)	953,118	0.53
Total	\$ 5,611,381	\$ 5,594,619	(0.30)	\$ 5,734,963	2.51

Budget by Categories of Expenditures

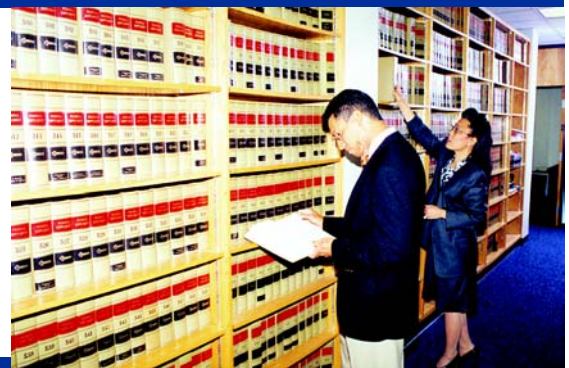
	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 2,470,373	\$ 2,648,627	7.22	\$ 2,770,256	4.59
Services & Supplies	2,771,627	2,770,992	(0.02)	2,789,707	0.68
Expenditure Transfer & Reimbursements	(25,000)	(25,000)	0.00	(25,000)	0.00
Management Reserves	394,381	200,000	(49.29)	200,000	0.00
Total	\$ 5,611,381	\$ 5,594,619	(0.30)	\$ 5,734,963	2.51

Budget by Categories of Revenues

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Fund Balance	394,381	200,000	(49.29)	200,000	0.00
Charges For Current Services	131,750	136,619	3.70	131,750	(3.56)
Miscellaneous Revenues	40,170	40,170	0.00	40,170	0.00
General Revenue Allocation	5,045,080	5,217,830	3.42	5,363,043	2.78
Total	\$ 5,611,381	\$ 5,594,619	(0.30)	\$ 5,734,963	2.51



County Counsel



Department Description

The San Diego County Charter provides that the County Counsel serves as the civil legal advisor for the County and represents the County in all civil actions by and against the County, its officers, boards, commissions, and employees. County Counsel also provides legal advice and other legal services to the Board of Supervisors, County officers, departments, boards, commissions, courts, and certain County school districts and special districts. Services to schools and special districts, including litigation are provided on a fee basis. Through its Claims Division, the Office of County Counsel administers public liability claims and employees' lost property claims. County Counsel also represents the Health and Human Services Agency in juvenile dependency matters.

Mission Statement

To deliver the highest quality legal services to our clients as efficiently and economically as possible to facilitate the achievement of County government's goal to better serve the residents of San Diego County.

2003-04 Accomplishments

All Strategic Initiatives – Kids, The Environment, and Safe and Livable Communities

County Counsel achieved the following objectives in connection with its overall services provided to the Board of Supervisors, Chief Administrative Officer, and all County officers and departments:

- Prevailed in over 95% of all resolved court cases filed against County ("resolved court cases" includes all completed cases, which are final with no further avenue for appeal).
- Timely completed 100% of all advisory assignments for the Board of Supervisors.
- Timely completed 95% of all advisory assignments for all County departments.

- Timely completed 100% of all draft Environmental Impact Reviews within 30 days.
- Provided over 150 separate training programs to County departments on selected legal subjects to assist County staff to better administer their programs and perform their duties.
- Provided over 40 specialized risk mitigation training programs, including risk roundtables, settlement committee discussions, and post-litigation debriefings to specifically address risk management issues for the purpose of avoiding or mitigating risk.
- Issued 4 County Counsel Special Bulletins designed to inform County officials of new developments involving court rulings and new legislation.

Strategic Initiative – Kids

County Counsel provided quality legal services to County departments to permit them to achieve their goals to improve services provided to children. These legal services achieved the following objectives:



- Reviewed 100% of the juvenile dependency petitions filed by the Health and Human Services Agency (HHSA) to assist with identifying legal issues that place children at risk.
- Appeared in 100% of the juvenile dependency proceedings in Juvenile Court in support of the HHSA Child Welfare Services to resolve future status for dependent children.
- Prevailed in 99% of all juvenile dependency petitions involving a jurisdictional trial.
- Prevailed in 91% of all juvenile dependency appeals/writs in Court of Appeal.
- Provided over 90 training sessions to HHSA social workers and other staff to assist them in the performance of their duties in accordance with state law.

Strategic Initiative – The Environment

County Counsel provided quality legal services to County departments to permit them to achieve their goals to promote natural resource management strategies that ensure environmental preservation, quality of life, and economic development. These legal services achieved the following objectives:

- Provided timely completion of 100% of the advisory assignments involving code enforcement to support the protection and preservation of the environment.
- Handled 100% of the civil cases (resolved and pending) for departments pursuing code enforcement matters to support the protection and preservation of the environment.
- Prevailed in 100% of all court cases involving civil code enforcement matters.
- Provided timely completion of 99% of the advisory assignments in support of the overall County's land use and environment goals.

- Handled 100% of all cases (resolved and pending) involving land use and environmental issues.
- Prevailed in 100% of all resolved court cases involving land use and environmental issues.
- Provided timely completion of 100% of the advisory assignments associated with the County's implementation of the regional Clean Water Strategic Plan, and with its full compliance with State and federal requirements governing stormwater programs.
- Provided 4 training sessions to departments on legal subjects involving environmental issues.

Strategic Initiative – Safe and Livable Communities

Provided quality legal assistance to County departments to permit them to achieve their goals to promote safe and livable communities. The accomplishments included the following:

- Provided timely completion of 100% of the advisory assignments for the departments of Agriculture and Animal Services in support of their goals to protect the public from harmful pests and animals.
- Provided timely completion of 100% of the advisory assignments for the departments of Environmental Health and Air Pollution Control in support of their goals to protect communities from hazardous pollutants and public nuisances.
- Provided timely completion of 99% of the advisory assignments for the Sheriff and District Attorney Offices in support of their goal to facilitate safe and livable communities.
- Provided over 60 training programs Countywide to train department staff to perform their duties safely, and to avoid creating risks for members of the public. Such trainings included the following:
 - Provided over 8 Risk Roundtable training sessions for various County departments.



- Provided over 25 Settlement Committee sessions involving rendering of advice, guidance, and recommendations on how to perform duties more safely in order to avoid risks to the public.
- Provided 15 training sessions of focused training for the Sheriff's Detentions and Court Services Recruits—Academy, Sheriff's Jail Training Officers-Academy, Sheriff's Corrections Officers: In-Service, Sheriff's Supervisors: In-Service, other County department requesting specialized training, County Counsel Training Program regarding immunities against civil liability, District Attorney staff regarding limits of prosecutorial immunity.

2004-06 Objectives

All Strategic Initiatives – Kids, The Environment, and Safe and Livable Communities

- Prevail in over 90% of all resolved court cases filed against the County.
- Timely complete 100% of all advisory assignments for the Board of Supervisors.
- Timely complete 95% of all advisory assignments for all County departments.
- Complete 100% of all draft Environmental Impact Reviews within 30 days.
- Provide over 150 separate training programs to County departments on selected legal subjects to assist County staff to better administer their programs and mitigate legal risk.
- Provide over 40 specialized training, risk roundtables, settlement committee discussions, and post-litigation debriefings to specifically address risk management issues for various County departments.
- Issue 12 or more County Counsel Special Bulletins to inform County officials of new developments involving court rulings and new legislation.

Strategic Initiative – Kids

County Counsel will provide quality legal services to County departments to permit them to achieve their goals to improve opportunities for children, including but not limited to, the following objectives:

- Timely complete at least 95% of all advisory assignments for HHSA in support of its goal to improve services provided to children.
- Review 100% of all juvenile dependency petitions prior to filing by HHSA in Juvenile Court to identify legal issues associated with factors that place children at risk.
- Represent HHSA Child Welfare Services in 100% of all Juvenile Dependency Court proceedings to support HHSA goal of protecting children and preserving families.
- Prevail in over 95% of all juvenile dependency petitions for which a jurisdictional trial is held.
- Represent HHSA Child Welfare Services in 100% of all appeals/writs filed in the Court of Appeal.
- Prevail in over 90% of all appeals/writs filed in the Court of Appeal.
- Provide over 80 training sessions for HHSA social workers and other staff to assist them in the performance of their duties in accordance with State law.

Strategic Initiative – The Environment

County Counsel will provide quality legal services to County departments to permit them to achieve their goals to promote natural resource management strategies that ensure environmental preservation, quality of life, and economic development including, but not limited to, the following objectives:

- Provide timely completion of at least 95% of all advisory assignments involving departments pursuing code enforcement matters.



- Handle 100% of all civil cases for departments pursuing code enforcement matters.
- Prevail in at least 90% of all resolved court cases involving civil code enforcement matters.
- Provide timely completion of at least 95% of all legal assignments in support of the overall County's land use and environment goals.
- Handle 100% of all cases in support of the overall County's land use and environmental duties.
- Prevail in at least 90% of all resolved court cases involving land use and environmental issues.
- Provide timely completion of at least 95% of all advisory assignments associated with the County's implementation of the regional Clean Water Strategic Plan, and with full compliance with State and federal requirements governing stormwater programs.
- Provide 60 training programs countywide to train department staff to perform their duties safely, and to avoid creating risks for members of the public. Such trainings included the following:
 - Provide 8 Risk Roundtable training sessions for various County departments.
 - Provide 25 Settlement Committee sessions involving rendering of advice, guidance, and recommendations on how to perform duties more safely in order to avoid risks to the public.

Required Discipline – Fiscal Stability

- Defend 100% of lawsuits filed against the County, with the exception of any conflict of interest disqualification, and therefore avoid the high cost of retaining outside counsel.
- Achieve a pre-trial dismissal of over 50% of all resolved cases won by the County through an aggressive pre-trial motion practice to dismiss lawsuits against the County in the early stages of the litigation in order to avoid the high cost of attorney time, expert witnesses, discovery, trial costs, and other miscellaneous litigation costs.
- Provide 150 training sessions for County departments to assist with the goal of avoiding or mitigating risks of liability associated with program operation and performance of duties.

Required Discipline – Regional Leadership

- County Counsel will serve his annual term as President of the County Counsels' Association of California through the end of September 2004
- Four San Diego County Counsel attorneys were selected for statewide recognition by the County Counsels' Association of California for their leadership on selected legal matters. This is the highest number of attorneys recognized from a county, with the next highest being two attorneys from another county. This type of leadership will continue in Fiscal Year 2004-2005.

Strategic Initiative – Safe and Livable Communities

County Counsel will provide quality legal services to County departments to permit them to achieve their goals to promote safe and livable communities including, but not limited to, the following objectives:

- Provide timely completion of 95% of the advisory assignments for the departments of Agriculture and Animal Services in support of their goals to protect the public from harmful pests and animals.
- Provide timely completion of 95% of the advisory assignments for the departments of Environmental Health and Air Pollution Control in support of their goals to protect communities from hazardous pollutants and public nuisances.
- Provide timely completion of 95 % of the advisory assignments for the Sheriff and District Attorney Offices in support of their goal to facilitate safe and livable communities.



- County Counsel will continue to serve as a member of the City/County Attorneys Association of San Diego County, which includes cooperative and collaborative activities among the city attorneys' staff and County Counsel staff.

Changes from 2003-04 Adopted

Staffing

- Decrease in staffing of 2.00 staff years is proposed to mitigate the impact of the decrease in Departmental General Purpose Revenue Allocation made to address the impact of State budget adjustments based on the Governor's Proposed Budget.

Expenditure

- Proposed increase of \$1.4 million in Salaries and Benefits expenditures is due to negotiated labor contracts, which include salary increases and professional stipends for classified attorney staff.
- Proposed increase in Management Reserves of \$0.2 million for unplanned one-time expenditures.

Revenue

- Proposed increase of \$3.5 million in Charges for Current Services and in Miscellaneous Revenue is primarily due to the following:
 - Increases in billable attorney and paralegal billable hours based on full cost recovery calculation.
 - Anticipated revenue from Public Liability Internal Service Fund for legal services provided in the public liability area.
 - Approximate increase of \$0.2 million in Third Party Recoveries is due primarily to anticipated revenue from increased efforts in representing the County in a plaintiff's capacity.
- Proposed increase in use of Fund Balance of \$0.2 million is due to the use of fund balance savings to fund unplanned one-time expenditures.
- Proposed decrease of \$2.2 million in General Purpose Revenue Allocation is a result of the impact of State budget adjustments based on the Governor's Proposed Budget.



Performance Measures	2003-04 Adopted	2003-04 Estimated Actual	2004-05 Proposed	2005-06 Proposed
Percent of resolved court cases filed against the County in which County will prevail	90%	95%	90%	90%
Percent of resolved cases that will be decided by court decision or dismissal without settlement	70%	71%	70%	70%
Percent of advisory assignments for Board of Supervisors to be completed by the due date	100%	100%	100%	100%
Percentage of advisory assignments for all departments to be completed by the due date	95%	95%	95%	95%
Percentage of all draft Environmental Impact Reports (EIRs) to be reviewed within 30 days	100%	100%	100%	100%
Percent of Juvenile Dependency petitions in which County Counsel will prevail	96%	99%	95%	95%
Percent of Juvenile Dependency appeals and writs in which County Counsel will prevail	94%	91%	90%	90%

**Staffing by Program**

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
County Counsel	137.00	135.00	(1.46)	135.00	0.00
Total	137.00	135.00	(1.46)	135.00	0.00

Budget by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
County Counsel	\$ 17,531,975	\$ 19,071,831	8.78	\$ 19,561,297	2.57
Total	\$ 17,531,975	\$ 19,071,831	8.78	\$ 19,561,297	2.57

Budget by Categories of Expenditures

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 16,443,799	\$ 17,807,844	8.30	\$ 18,134,170	1.83
Services & Supplies	1,270,434	1,255,678	(1.16)	1,424,569	13.45
Expenditure Transfer & Reimbursements	(182,258)	(191,691)	5.18	(197,442)	3.00
Management Reserves	—	200,000	(100.00)	200,000	0.00
Total	\$ 17,531,975	\$ 19,071,831	8.78	\$ 19,561,297	2.57

Budget by Categories of Revenues

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Fund Balance	—	200,000	(100.00)	200,000	0.00
Intergovernmental Revenues	162,970	—	(100.00)	—	0.00
Charges For Current Services	4,761,641	8,236,887	72.98	8,324,561	1.06
Miscellaneous Revenues	7,000	209,340	2,890.57	224,896	7.43
General Revenue Allocation	12,600,364	10,425,604	(17.26)	10,811,840	3.70
Total	\$ 17,531,975	\$ 19,071,831	8.78	\$ 19,561,297	2.57



San Diego County Grand Jury



Department Description

The Grand Jury is a body of 19 citizens who are charged and sworn to investigate County matters of civil concern as well as inquire into public offenses committed or triable within the County. Grand Jury duties, powers, responsibilities, qualifications, and selection processes are outlined in the California Penal Code §888 et seq. Additionally, Penal Code §904.6 authorizes the empanelment of a second Grand Jury to issue criminal indictments. Civil grand jurors are selected from a pool of applicants nominated by Superior Court Judges. Grand Jurors serve in office for one year. Jurors impaneled to review and issue criminal indictments are drawn from the petit (regular trial) jury pool, as needed, at the request of the District Attorney. Department support staff consists of one full time coordinator and one part-time assistant.

Mission Statement

Protect and safeguard the citizens of San Diego County from corrupt and inefficient governmental programs of the County, cities and special districts, by investigating the operations of these agencies and reporting findings and recommendations.

2003-04 Accomplishments

Strategic Initiatives – Safe and Livable Communities

- Reviewed, prioritized, and investigated all significant complaints, issues, and other matters of public concern brought before the Grand Jury. There were 86 Criminal Grand Jury indictments and 79 Civil Complaints brought before the Grand Jury.
- Supported the District Attorney with timely hearings on criminal matters.

2004-06 Objectives

Strategic Initiative – Kids, The Environment and Safe and

Livable Communities

- Assemble a well-qualified and widely representative civil panel to ensure that all significant complaints, issues, and other matters of public concern brought before the Grand Jury.
- Support the District Attorney with timely hearings on criminal matters.

Changes from 2003-04 Adopted

Staffing

- No staffing changes are proposed for Fiscal Years 2004-06.

Expenditure

- No significant expenditure changes are proposed for Fiscal Year 2004-05 and Fiscal Year 2005-06.

Revenue

- No significant revenue changes are proposed.



Staffing by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Grand Jury	1.00	1.00	0.00	1.00	0.00
Total	1.00	1.00	0.00	1.00	0.00

Budget by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Grand Jury	\$ 486,236	\$ 511,630	5.22	\$ 498,843	(2.50)
Total	\$ 486,236	\$ 511,630	5.22	\$ 498,843	(2.50)

Budget by Categories of Expenditures

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 93,526	\$ 98,947	5.80	\$ 101,232	2.31
Services & Supplies	392,710	392,683	(0.01)	377,611	(3.84)
Management Reserves	—	20,000	(100.00)	20,000	0.00
Total	\$ 486,236	\$ 511,630	5.22	\$ 498,843	(2.50)

Budget by Categories of Revenues

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Fund Balance	—	20,000	(100.00)	20,000	0.00
General Revenue Allocation	486,236	491,630	1.11	478,843	(2.60)
Total	\$ 486,236	\$ 511,630	5.22	\$ 498,843	(2.50)

Human Resources



Department Description

The Department of Human Resources (DHR) is responsible for all aspects of labor relations and human resources management for the County of San Diego. The DHR serves as the in-house human resource consultant to the Chief Administrative Officer, executive staff, and County departments. Activities are diverse, including classification, compensation, recruitment, and selection for all County jobs. Additional responsibilities include: administration of employee benefits programs; risk management activities including workers' compensation program and property and casualty insurances; employee training programs; negotiation of labor contracts; and administration of employee incentive and career development programs.

Mission Statement

To provide strategic human resource services that are effective, efficient and professional.

2003-04 Accomplishments

All Strategic Initiatives – Kids, The Environment, and Safe and Livable Communities

- Worked with the Federal Mediation and Conciliation Service and SEIU, Local 2028 to enhance existing Labor/Management Committees.
- Hired candidates with an emphasis in providing customer service/care, and incorporated the knowledge, skills and abilities into our classification specifications.
- Recruited and identified executive/management staff capable of implementing and enhancing the General Management System (GMS) principles. Incorporated the knowledge, skills, and abilities into our classification specifications, and developed interview questions from a "question bank" that hiring authorities can use in selection interviews. Developed successful recruitment plans for Medical Examiner and Chief Probation Officer.
- Ensured consistency in management skill development throughout the County via the County's Supervisory Academy. Approximately 25 County Supervisors per Group are included in annual academies.
- Partnered with all Groups to reduce work injuries through Work Safe/Stay Healthy program.
- Implemented a Work Safe/Stay Healthy website with safety topics and tools for all groups to utilize.
- Conducted a Discipline Case Advocacy Institute in an effort to provide advocacy skill training to Department Personnel Officers.
- Enhanced departments' labor management skills through the delivery of 20 training classes attended by more than 400 supervisors and managers.
- Increased fiscal stability through coordinated inter-departmental efforts that resulted in an advance payment of \$1 million for Firestorm 2003 insured County losses.
- Updated physical requirements for all job classifications to mitigate potential for work related injuries for employees with limitations.



Strategic Initiative – Kids

- Provided Workshops, internships and job shadowing days for children housed in County facilities, Monarch School, San Pasqual Academy and other school districts to encourage and support students' efforts to identify career choices and job preparation. Hired a student worker from San Diego High.
- Incorporated healthy children initiatives in the Health Plan Task Force.
- Promoted effective use of health care benefits, workplace safety and Employee Assistance Program (EAP) in Labor Management Committees.
- Provided benefits to County employees and their families to ensure that the children of County of San Diego employees have access to healthcare.
- Negotiated with 24 bargaining units on improvements to the Flexible Benefit contribution.
- Improved employees' access to health benefits information through the establishment of a Wellness website, issuance of a quarterly newsletter and distribution of employee benefit statements.
- Partnered with Health and Human Services Agency (HHSA) to support frontline and leadership training; new employee orientation, diversity, and sexual harassment training programs impacting employees providing direct services to the children of this community.
- Supported department-wide efforts for the San Pasqual fundraisers and book drives.

Strategic Initiative – The Environment

- Maximized targeted recruitment efforts to identify qualified candidates, colleges and universities that train environmental professionals, established valid selection procedures to hire those with highest likelihood of success; provided an understanding of the environmental career possibilities with the County of San Diego.

- Participated in cash generating recycling efforts and donated the funds to the San Pasqual Academy and /or Monarch Schools. Donated personal items (shampoos, etc.), movie tickets and other items at Christmas for Monarch School students.
- Encouraged staff to use public transportation.
- Partnered with the Department of Environmental Health to develop and deliver Countywide mandated Stormwater environmental education initiative, supported development of key project and personnel management skills with design and delivery of Group-wide project management training.
- Developed Firestorm 2003 Leave Policy to mitigate adverse impacts to employees whose homes were destroyed or damaged.
- Met hiring needs for Firestorm 2003 recovery effort through an emergency recruitment plan that generated 1,200 applications.

Strategic Initiative – Safe and Livable Communities

- Enhanced outreach activities in areas that would likely provide successful public safety applicants.
- Reviewed Nursing and other classifications experiencing critical shortages to explore alternative classes to deliver required service. Assigned one analyst to conduct all nursing recruitments; actively used Hot Jobs resume search to find prospective applicants for County Nursing positions; used Sign-On San Diego's new advertising linkage for nursing and therapist classes.
- Worked in collaboration with Public Safety Group (PSG) to support the development of critical skills in frontline leadership, effective operational and personnel management, and County compliance/mandated trainings including diversity, sexual harassment, and environmental issues.
- Conducted analysis of new workers' compensation claims filed for the Sheriff's Department.



- Conducted in depth deep dive workers' compensation audit and analysis for Polinsky, Edgemoor, and Juvenile Hall.
- Improved access for employment opportunities through implementation of full-service on line job application process - 42% of applicants have applied on-line.
- Completed classification analysis that eliminated 278 job classifications through consolidation.
- Enhanced injury prevention efforts through the delivery of more than 100 presentations to County departments; established an injury prevention tools website; increased access to on-line and classroom safety training and completion of ergonomic assessments for more than 800 employees.
- Benchmark turnover rates with comparable organizations to determine the County's success in the retention of a skilled and competent workforce. Develop appropriate retention strategies as necessary.
- Enhance Departmental Personnel Officers skills through roundtable discussions, special training programs and other formats on a quarterly basis.
- Reduce the number of work related injuries Countywide through ongoing safety education and awareness training.
- Enhance managers' and supervisors' discipline skills through presentation of Discipline Case Advocacy Institute training.
- Implement a new employee Wellness Program.

2004-06 Objectives

Required Discipline –Fiscal Stability

- Reduce workers' compensation costs by 5% through injury prevention efforts and best claims management practices.
- Maintain appropriate reserve balances for the self-funded dental and life insurance programs.
- Implement appropriate negotiation strategies to mitigate health insurance cost increases.

Required Discipline –Skilled & Competent Workforce

- Work with the Federal Mediation and Conciliation Service and SEIU, Local 2028 to enhance existing Labor/Management Committees.
- Hire candidates with an emphasis in providing customer service/care, and incorporated the knowledge, skills and abilities into our classification specifications.
- Recruit and identify executive/management staff capable of implementing and enhancing the General Management System (GMS) principles.

Required Discipline – Information Management

- Implement a web-based open enrollment process available to County employees for the selection of and update of health benefits.
- Enhance departments' efficient use of the Human Resources Management Information System through monthly training sessions.
- Complete the upgrade of job application technologies, i.e. file room imaging, Documentum on-line application and Sigma upgrade, which will result in paperless processing for DHR and the departments.
- Implement PeopleSoft 8.8 Upgrade for the Human Resource Management System.

Required Discipline – Continuous Improvement

- Improve Flexible Spending Account services through implementation of debit cards to employees for eligible purchases.
- Update training and processes for managing permanent work restrictions matters to reduce service-connected disability retirements by 5%.



Human Resources

- Conduct process analyses of recruitment, selection and compensation activities to improve efficiency and effectiveness of core human resources processes.

Changes from 2003-04 Adopted

Staffing

- Proposed decrease of 9.0 staff years to mitigate the impact of decrease in departmental General Purpose Revenue Allocation due to State budget adjustments included in the Governor's Proposed Budget. This decrease will reduce services provided in employee development and training and benefits administration.

Expenditure

- Proposed decrease of \$0.3 million in Salaries and Benefits expenditures due to the decrease of 9.0 staff years.
- Proposed decrease of \$0.3 million in Services and Supplies expenditures due to reduction in General Purpose Revenue Allocation impacted by the State's budget adjustments.

- Proposed increase in Management reserves of \$0.2 million for unanticipated expenditures.

Revenue

- Proposed increase of \$0.2 million in use of Fund Balance to offset the increase in Management Reserves for unanticipated expenditures.
- Proposed increase of \$0.3 million in Charges for Current Services for revenues collected related to PeopleSoft administration and maintenance.
- Proposed increase \$0.3 million in Miscellaneous Revenues due to Workers' Compensation Internal Service Fund (ISF), Unemployment ISF, and Consolidated Omnibus Budget Reconciliation Act (COBRA) benefits administrative cost reimbursement.
- Proposed reduction of \$1.1 million in General Purpose Revenue Allocation due to the State's budget adjustments.

Performance Measures	2003-04 Adopted	2003-04 Estimated Actual	2004-05 Proposed	2005-06 Proposed
% Of recruitments promulgated within established guidelines	89%	95%	89%	89%
% Of classification activity requests completed within prescribed timeframe	85%	85%	85%	85%
Overall satisfaction rating with training programs offered by Employee Development Division	95%	97%	95%	95%
Ratio of workers' compensation cases closed per number of cases open	1:1	1:1	1:1	1:1
% of grievances filed for arbitration that are resolved without going to hearing	80%	70%*	80%	80%



* Estimated actual number of grievances resolved is below target at this time but discussions continue with the employee organizations in an effort to resolve outstanding cases and avoid costs associated with conducting a formal hearing.



Human Resources

Staffing by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Department of Human Resources	121.00	112.00	(7.44)	108.00	(3.57)
Total	121.00	112.00	(7.44)	108.00	(3.57)

Budget by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Department of Human Resources	\$ 18,566,465	\$ 18,234,661	(1.79)	\$ 18,062,808	(0.94)
Total	\$ 18,566,465	\$ 18,234,661	(1.79)	\$ 18,062,808	(0.94)

Budget by Categories of Expenditures

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 10,513,242	\$ 10,249,166	(2.51)	\$ 9,951,668	(2.90)
Services & Supplies	8,053,223	7,785,495	(3.32)	7,911,140	1.61
Management Reserves	—	200,000	(100.00)	200,000	0.00
Total	\$ 18,566,465	\$ 18,234,661	(1.79)	\$ 18,062,808	(0.94)

Budget by Categories of Revenues

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Fund Balance	335,048	586,836	75.15	200,000	(65.92)
Charges For Current Services	544,325	837,143	53.79	837,143	0.00
Miscellaneous Revenues	5,525,191	5,751,402	4.09	5,618,437	(2.31)
General Revenue Allocation	12,161,901	11,059,280	(9.07)	11,407,228	3.15
Total	\$ 18,566,465	\$ 18,234,661	(1.79)	\$ 18,062,808	(0.94)

Media and Public Relations



Department Description

The Board of Supervisors established the Department of Media and Public Relations (DMPR) in 1997. Funded by cable television franchise fees, the department ensures that information about County issues, programs, and services moves quickly and accurately to the public, employees, and news organizations. The department is responsible for oversight of all County communications, including media relations, news releases, newsletters, and publications, as well as operation and programming for the County Television Network (CTN), the County's government access cable channel. The department also administers the County's franchise agreements with cable television companies operating within unincorporated areas.

Mission Statement

To build confidence in County government by providing clear and accurate information on the County's objectives, goals, services and issues.

2003-04 Accomplishments

Strategic Initiatives – Kids, The Environment, Safe and Livable Communities

- Implemented DMPR and CTN emergency communications plans, which enabled the department to quickly respond to unanticipated events affecting health, safety and quality of life of County residents. Examples of DMPR responses include:
 - Coordinated emergency communications with multiple departments during Emergency Operations Center (EOC) activation for Firestorm 2003 and local assistance center (LAC) operations;
 - Worked with the Office of Emergency Services and Department of Public Works to provide communications support during winter rainstorms that threatened potential flooding and mudflows;
 - With Registrar of Voters, coordinated public awareness campaign for touch-screen voting machine roll-out and election response;
 - Coordinated with the Health and Human Services Agency to provide flu, West Nile Virus, *e coli* and other public health information to the public.
- Produced and aired more than 80 programs, segments and Public Service Announcements (PSAs) on CTN that promoted County Strategic Initiative activities in Fiscal Year 2003-04. Examples include:
 - Up-to-date information on Firestorm 2003 recovery efforts, local assistance center services, and a how-to video on preventing post-wildfire erosion;
 - "Touch Screen Voting-How It Works" Video;
 - Up-to-the-minute local and State election night results during the recall and primary elections;
 - Updated West Nile Virus half-hour program and produced a program on County planning for disasters and terrorism for the Health and Human Services Agency;
 - Various PSAs on protecting the water supply, how to report bug problems, youth-to-youth hotline, child obesity, domestic violence, and many others.



- Conducted six media group trainings and many one-on-one training sessions for key County staff in Fiscal Year 2003-04, to improve media relations with departments, and enable key staff to better communicate the Strategic Plan successes.
- Implemented media outreach project to promote specific Strategic Plan programs and services to the media, resulting in 50 new media placements in Fiscal Year 2003-04. Examples of media placements include:
 - County volunteer program, which saves taxpayers millions of dollars each year;
 - Weddings on the Web on Valentines Day and at County facilities;
 - Public Administrator/Public Guardian real estate auction;
 - The hottest jobs in the County – Borrego road crews;
 - County Parks and Recreation features on camping;
 - Los Angeles Times feature on San Pasqual Academy;
 - Features on West Nile virus, restaurant inspections, lead abatement program, and many others.
- *Media Outreach:* Place 50 media stories about County Strategic Initiative programs and services in each of the Fiscal Years 2004-05 and 2005-06.
- *Emergency Communications:* In the event of a major natural or man-made disaster, provide accurate and timely emergency response and recovery information to the public and media. Meet or exceed 80% of DMPR benchmarks for each emergency response in Fiscal Year 2004-05. Meet 90% of all benchmarks in Fiscal Year 2005-06.

Required Discipline – Fiscal Stability

- *Cable Franchise Administration:* Maximize franchise revenues by monitoring compliance, conducting financial review of operators where appropriate and negotiating favorable renewal terms.

Required Discipline – Information Management

- *Media Training:* Conduct eight group and/or one-on-one media trainings for other departments in each of the Fiscal Years 2004-05 and 2005-06.

Required Discipline – Continuous Improvement/ Customer Satisfaction

- Developed a brochure to communicate availability of DMPR support services to County departments.
- CTN awarded third place nationally for “Overall Excellence in Government Access Programming” by the National Association of Telecommunications Officers and Advisors (NATOA)

2004-06 Objectives

Strategic Initiatives – Kids, The Environment, Safe and Livable Communities

- *CTN Strategic Initiative Video Programs:* Produce and air 85 programs, segments and PSAs highlighting County Strategic Initiative programs and services in each of the Fiscal Years 2004-05 and 2005-06.

Required Discipline – Continuous Improvement

- Emergency Communications:
 - Develop a set of performance measurements to evaluate department’s level of response to public and media information needs during disasters or emergency incidents.
 - Ensure that technology and public information officer (PIO) staffing at the EOC is sufficient to adequately respond to media inquiries and emergency communications needs during any EOC activation in Fiscal Years 2004-05 and 2005-06.
 - Install a video link between the EOC and CTN facilities to allow news conferences and other emergency information originating from the EOC to be cablecast live to CTN viewers throughout the County.



Changes from 2003-04 Adopted

Staffing

- No changes are proposed in staffing.

Expenditure

- Proposed net reduction in Salaries and Benefits expenditures of \$0.1 million, primarily due to freezing vacant positions (\$0.2 million) to stay within available resources, partially offset by an increase in negotiated salary and benefits costs.

- Anticipated Capital Assets Equipment expenditures are proposed to decrease by \$0.02 million.

Revenue

- Proposed reduction in Licenses and Permits of \$0.1 million due to anticipated decrease in franchise fee revenue, partially offset by a \$0.05 million increase in Miscellaneous Revenues.



Media and Public Relations

Performance Measures	2003-04 Adopted	2003-04 Estimated Actual	2004-05 Proposed	2005-06 Proposed
Number of media trainings conducted by DMPR staff for other departments.	6	6	8	8
Number of new programs, segments and PSAs produced by CTN highlighting one or more Strategic Plan Initiatives.	80	More than 80	85	85
Percentage of staff training and professional development targets actually achieved. ¹	100%	100%	NA	NA
Percentage difference between estimated and actual cable television franchise fees.	Within 5%	Within 5%	Within 5%	Within 5%
Media placements coordinated by DMPR staff.	50	50	50	50

¹ Measure no longer considered necessary to track due to continued 100% achievement in several prior years.



Staffing by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Media and Public Relations	22.00	22.00	0.00	22.00	0.00
Total	22.00	22.00	0.00	22.00	0.00

Budget by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Media and Public Relations	\$ 2,444,357	\$ 2,369,952	(3.04)	\$ 2,393,934	1.01
Total	\$ 2,444,357	\$ 2,369,952	(3.04)	\$ 2,393,934	1.01

Budget by Categories of Expenditures

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 1,992,178	\$ 1,938,843	(2.68)	\$ 1,989,603	2.62
Services & Supplies	432,179	431,109	(0.25)	404,331	(6.21)
Capital Assets Equipment	20,000	—	(100.00)	—	0.00
Total	\$ 2,444,357	\$ 2,369,952	(3.04)	\$ 2,393,934	1.01

Budget by Categories of Revenues

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Licenses Permits & Franchises	2,444,357	2,323,223	(4.96)	2,347,205	1.03
Miscellaneous Revenues	—	46,729	(100.00)	46,729	0.00
General Revenue Allocation	—	—	(100.00)	—	0.00
Total	\$ 2,444,357	\$ 2,369,952	(3.04)	\$ 2,393,934	1.01



County Administration Center Major Maintenance



Department Description

Established by the Board of Supervisors in December 1997, this program supports major maintenance projects at the County Administration Center (CAC). Under direction of the Clerk of the Board of Supervisors and in consultation with CAC tenant departments, projects are established to maintain the infrastructure of this historic building and grounds.

Mission Statement

To provide major maintenance services to common areas of the County Administration Center.

2003-04 Accomplishments

Strategic Initiative – Kids

- Continued to maintain the grounds to provide a safe and enjoyable environment for the use of families and their children.

Strategic Initiative – The Environment

- Replaced the roof on portions of the southeast wing of the building.
- Completed the electrical system improvement project.
- Planned and implemented a Heating, Ventilation, and Air Conditioning (HVAC) distribution system renovation project for specific areas of the building.

Strategic Initiative – Safe and Livable Communities

- Continued with the ongoing building security modification projects.
- Began construction on the elevator replacement project.

2004-06 Objectives

Required Discipline – Essential Infrastructure

- Replace the domestic hot water heater with a new, more energy efficient model.

- Repaint basement hallway and Tower conference rooms.
- Replacement of basement washroom windows.
- Complete the elevator replacement project.
- Complete the northeast basement asbestos abatement and renovation project.
- Complete construction of a wheelchair accessible washroom on the basement level.
- Begin the multi-year plan for repainting public areas of the County Administration Center.

Changes from 2003-04 Adopted

Expenditure

- Proposed decrease in Services and Supplies expenditures of \$0.4 million due to decrease in planned major maintenance projects.

Revenue

- Proposed increase in use of Fund Balance of \$0.4 million to fund major maintenance projects.
- Proposed decrease of \$0.8 million in General Purpose Revenue Allocation due to the use of Fund Balance savings to fund major maintenance projects.



County Administration Center Major Maintenance

Staffing by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Total	0.00	0.00	(100.00)	0.00	(100.00)

Budget by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
CAC Major Maintenance	\$ 778,800	\$ 375,000	(51.85)	\$ 225,000	(40.00)
Total	\$ 778,800	\$ 375,000	(51.85)	\$ 225,000	(40.00)

Budget by Categories of Expenditures

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Services & Supplies	778,800	375,000	(51.85)	225,000	(40.00)
Total	\$ 778,800	\$ 375,000	(51.85)	\$ 225,000	(40.00)

Budget by Categories of Revenues

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Fund Balance	—	358,154	(100.00)	10,051	(97.19)
Revenue From Use of Money & Property	13,800	16,846	22.07	14,949	(11.26)
General Revenue Allocation	765,000	—	(100.00)	200,000	(100.00)
Total	\$ 778,800	\$ 375,000	(51.85)	\$ 225,000	(40.00)

Capital Program

Capital Program

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Capital Program Summary

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Operating Impact of Capital Program

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Capital Outlay Fund

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Justice Facility Construction Fund

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County Health Complex Fund

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Edgemoor Development Fund

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Library Projects COF

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Lease Payments

.....
Outstanding Capital Projects By Group/Agency

Capital Program Summary



Capital Program Summary

The Capital Program consists of the following five funds:

- **County Health Complex Fund** contains budgeted amounts for capital projects related to the Rosecrans Health Complex.
- **Criminal Justice Facilities Fund** contains budgeted amounts for capital projects related to Criminal and Justice related facilities.
- **Capital Outlay Fund**, includes land acquisitions, and capital projects that do not fall into the previous two program categories.
- **Library Project Fund**, was established in Fiscal Year 1999-2000 and contains budgeted amounts for the acquisition and construction of libraries throughout San Diego County.
- **Edgemoor Development Fund**, was established in 1979 for the use, development, and disposition of the 325 acre Edgemoor site property. Revenues from leases and future sale of land are intended to assist in the planning process for the Edgemoor property and the financing of needed public facilities. Amounts budgeted in this fund support this goal. It is anticipated that the County will issue Certificates of Participation in the near future, of which the repayment will be supported by the use of these funds along with the reimbursement of Senate Bill 1128.
- **Lease Payments** that were previously budgeted in the capital program funds are now being budgeted in the General Fund.

The Community Services Group, Department of General Services, annually prepares a Capital Improvement Plan (CIP) that includes a comprehensive listing of all proposed

capital projects, leases, major maintenance, and public works projects over the next five years.

Using the CIP as the starting point for the capital program, new capital projects are budgeted in the year they are initiated. Any amounts remaining at the end of the fiscal year are encumbered and automatically rolled over into the next fiscal year until the project is completed.

In some instances in the tables that follow, the adjusted actuals for the most recently completed fiscal year will exceed the adopted budget for that year. This results from the inclusion of expenditures related to mid-year budget amendments or to encumbrances of prior year appropriations. The adopted budget does not include appropriations for these projects, but the appropriations are part of the "current budget" and are thus considered "budgeted". Amendments to the Adopted Budget require Board of Supervisors' approval.

The tables beginning on page 381 provide information for the five Capital Programs and Lease Payments, followed by a list of the current outstanding Capital Projects.

Operating Impact of Capital Program

The County of San Diego also considers each capital project in terms of its potential impact on the operating budget. Typical areas of impact include additional staffing, one-time costs not budgeted in the Capital Program, ongoing operations and maintenance costs, and debt service payments. The following capital projects are scheduled for completion during Fiscal Years 2004-06, and will therefore have some type of impact on the Fiscal Year 2004-06 Operational Plan.



Capital Program Summary



Julian Library

The Julian Library is a 9,573 square foot facility scheduled to open in September 2004, replacing a smaller library facility that does not meet the Americans with Disabilities Act of 1990 (ADA) standards and was deemed by the County Board of Supervisors to be inadequate for the growing community. Funding for the project comes from a number of sources, including 65% from the California Reading and Literacy Improvement and Public Library Construction and Renovation Bond Act of 2000 (Proposition 14) and 35% from County funds and community donations. Given the cash financing nature of the project and donations by the Julian community for the 35% Proposition 14 match requirement, no County debt service payments will be required.

Since the new facility replaces an existing staffed facility, no additional staffing will be required. The annual operating costs, excluding personnel, are projected to reach approximately \$90,000, a slight increase above current costs. Most of the non-personnel operating cost increases are related to computer technology upgrades and utility requirements for the larger facility. The increases will be

partially offset by a reduction in major maintenance costs on the current facility. Local donations for an opening day library materials collection, considered a one-time cost, amount to \$62,828. The remainder of the collection will come from the existing facility.



Campo-Morena Village Library

The Campo-Morena Village Library is a 2,500 square foot facility scheduled to open in November 2005, replacing a leased library facility that does not meet ADA standards and was also deemed by the County Board of Supervisors to be inadequate for the community. The Campo-Morena Village facility is cash financed primarily by Community Development Block Grant funding and the District 2 Community Project budget. As a result, no County debt service payments will be required. No additional staffing needs are projected for the replacement facility. The annual operating costs, including utilities and computer technology, are comparable to existing levels. The new library will open with the existing library's materials collection.



Bonita-Sunnyside Library and Museum

The Bonita-Sunnyside Library and Museum facility, scheduled to open in July 2005, consists of two buildings totaling 14,400 square feet. The new library, which will replace a 3,018 square foot leased library facility in Bonita, was identified as a high priority in 1999 when the Board of Supervisors approved a Five-Year Library Facility Capital Improvement Plan. The museum, which is currently located in the Bonita Museum and Cultural Center, was added to the project by Board approval in 2003. The project is being cash financed primarily through use of General Fund fund balance, the District 1 Community Projects budget, City of Chula Vista funds, and donations by the Bonita-Sunnyside Fire Protection District and the Bonita Historical Society.

The new, larger facility will open with existing staffing. Annual operating costs, excluding personnel, are projected to increase slightly due to computer technology upgrades

and utility requirements for the larger facility. Materials for the library collection will come from the existing facility and will be supplemented with additional materials purchased through the County Library's annual operating budget.



North County Animal Shelter

The North County Animal Shelter is scheduled to open in June 2005. The new 25,548 square foot facility will replace the existing shelter on the same site in the city of Carlsbad. The design, construction, and completion of the new shelter have been cash financed through the County's District 3 Community Projects budget, County of San Diego Community Services Group reserves, and private donations, thereby eliminating the need for County debt service payments on the project. County personnel from the existing shelter will staff the new shelter, resulting in no projected additional staffing needs. Annual utility costs are projected to reach \$56,828, which is \$20,000 more per year than the existing shelter.



Capital Program Summary



East Mesa Juvenile Detention Facility

The East Mesa Juvenile Detention Facility (EMJDF) is scheduled to open in late June 2004. The new facility is funded through a California State Board of Corrections grant, County of San Diego Public Safety Group management reserves, Proposition 172 revenue, and the Local Juvenile Placement Trust Fund. No County debt service payments will be required for this facility. The Probation Department will staff the 185,000 square foot facility with 223 full-time personnel at an annual personnel expense of \$14.7 million. Roughly one-fourth of the staff will transfer from other Probation assignments and facilities. EMJDF requires \$1.4 million in one-time minor

equipment costs not included in capital budget. Annual operating costs, excluding personnel, are projected to reach \$5.2 million, of which \$700,000 will go toward utility charges.

Spring Valley Gym and Teen Center

The Spring Valley Gym and Teen Center, scheduled to open in May 2005, will be located on the grounds of the La Presa Middle School in the Spring Valley School District, on property adjacent to the Spring Valley Library. The project is financed through several funding sources, including Community Development Block Grants, Parkland Dedication Ordinance funds, Proposition 12 Roberti-Z'berg-Harris grant funds, District 4 Community Project funds, and a community donation from the La Mesa/Spring Valley School District. The financing mechanisms for this project will result in no County debt service payments. The new facility will require one additional permanent employee and three seasonal employees at an annual cost of \$124,000. One-time purchases include \$60,000 in furniture and fixtures, as well as \$30,000 in new recreational supplies. Utility costs are expected to reach \$30,000 per year, which will be shared between the County of San Diego and the La Mesa/Spring Valley School District at a 75%/25% ratio.



Capital Program Summary

Budget by Fund

	Fiscal Year 2003-04 Adopted Budget	Fiscal Year 2004-05 Proposed Budget	% Change	Fiscal Year 2005-06 Proposed Budget	% Change
Capital Outlay Fund	\$ 41,918,513	\$ 0	(100.0)	\$ 0	0.0
Justice Facility Construction	22,075,909	0	(100.0)	0	0.0
County Health Complex	2,560,827	0	(100.0)	0	0.0
Edgemoor Development	1,185,000	5,360,000	352.3	3,360,000	(37.3)
Library Projects	96,577	0	(100.0)	0	0.0
Lease Payments	0	46,779,800	100.0	46,669,365	(0.2)
Total	\$ 67,836,826	\$ 52,139,800	(23.1)	\$ 50,029,365	(4.0)

Budget by Category of Expenditures

	Fiscal Year 2003-04 Adopted Budget	Fiscal Year 2004-05 Proposed Budget	% Change	Fiscal Year 2005-06 Proposed Budget	% Change
Lease Payments	\$ 52,880,128	\$ 46,779,800	(11.5)	\$ 46,669,365	(0.2)
Capital Projects	933,577	0	(100.0)	0	0.0
Land Acquisition	13,413,121	0	(100.0)	0	0.0
Services and Supplies	460,000	5,360,000	1,065.2	3,360,000	(37.3)
General Reserve Increase	150,000	0	(100.0)	500,000	100.0
Total	\$ 67,836,826	\$ 52,139,800	(23.1)	\$ 50,529,365	(3.1)

Budget by Category of Revenue

	Fiscal Year 2003-04 Adopted Budget	Fiscal Year 2004-05 Proposed Budget	% Change	Fiscal Year 2005-06 Proposed Budget	% Change
AB189	\$ 3,255,105	\$ 2,905,950	(10.7)	\$ 2,905,980	0.0
Aid from Redevelopment Agency	800,000	800,000	0.0	800,000	0.0
Rent	1,476,646	1,258,229	(14.8)	1,267,149	0.7
Charges to Other Districts	638,653	621,806	(2.6)	621,806	0.0



Capital Program Summary

Budget by Category of Revenue

	Fiscal Year 2003-04 Adopted Budget	Fiscal Year 2004-05 Proposed Budget	% Change	Fiscal Year 2005-06 Proposed Budget	% Change
Interest Earnings	20,000	287,823	1,339.1	287,823	0.0
Fund Balance	747,177	72,177	(90.3)	2,572,177	100.0
General Revenue Allocation	54,777,547	41,193,816	(24.8)	41,074,431	(0.3)
Sale of Fixed Asset	150,000	5,000,000	3,233.3	500,000	(90.0)
Operating Transfer From Library Fund	96,577	0	(100.0)	0	0.0
Trust Fund	75,000	0	(100.0)	0	0.0
PLDO	232,000	0	(100.0)	0	0.0
Coastal Conservancy Grant	5,038,121	0	(100.0)	0	0.0
Operating Transfer From Inactive Wastesite	530,000	0	(100.0)	0	0.0
Total	\$ 67,836,826	\$ 52,139,800	(23.1)	\$ 50,029,365	(4.0)

Capital Outlay Fund

Capital Outlay Fund

Budget by Category of Expenditures

	Fiscal Year 2003-04 Adopted Budget	Fiscal Year 2004-05 Proposed Budget	% Change	Fiscal Year 2005-06 Proposed Budget	% Change
Lease Payments	\$ 28,243,392	\$ 0	(100.0)	\$ 0	0.0
Capital Projects	307,000	0	(100.0)	0	0.0
Land Acquisition	13,368,121	0	(100.0)	0	0.0
Total	\$ 41,918,513	\$ 0	(100.0)	\$ 0	0.0

Capital Projects Detail

	Fiscal Year 2003-04 Adopted Budget	Fiscal Year 2004-05 Proposed Budget	% Change	Fiscal Year 2005-06 Proposed Budget	% Change
Lease Payments					
1993 A- Starbuilders	\$ 118,284	\$ 0	(100.0)	\$ 0	0.0
1993 Master Refunding- South County	3,823,342	0	(100.0)	0	0.0
1993 Master Refunding –East County	5,085,769	0	(100.0)	0	0.0
1993 Master Refunding – Topaz	471,417	0	(100.0)	0	0.0
1993 Vista Refunding	2,846,195	0	(100.0)	0	0.0
1996 Regional Communication System	5,769,757	0	(100.0)	0	0.0
1997 Master Refunding	3,524,640	0	(100.0)	0	0.0
2000 MTS Tower	3,147,802	0	(100.0)	0	0.0
2002 Motorola	3,456,186	0	(100.0)	0	0.0
Total-Lease Payments	\$ 28,243,392	\$ 0	(100.0)	\$ 0	0.0
Capital Projects					
KA9500 Multiple Species Conservation Program	\$ 7,800,000	\$ 0	(100.0)	\$ 0	0.0
KN3415 Guajome Park Playground	7,000	0	(100.0)	0	0.0
KN4450 Lakeside Teen Center Phase III	125,000	0	(100.0)	0	0.0
KN4451 Felicita Parking Lot Restoration	100,000	0	(100.0)	0	0.0



Capital Outlay Fund

Capital Projects Detail

	Fiscal Year 2003-04 Adopted Budget	Fiscal Year 2004-05 Proposed Budget	% Change	Fiscal Year 2005-06 Proposed Budget	% Change
KN4451 Felicita Parking Lot Restoration	100,000	0	(100.0)	0	0.0
KN4452 Simon Open Space Preserve Survey	75,000	0	(100.0)	0	0.0
KA4453 Fallbrook B Burnsite Land Purchase	200,000	0	(100.0)	0	0.0
KA4454 Fallbrook C Burnsite Land Purchase	200,000	0	(100.0)	0	0.0
KA4455 Jacumba 1 Burnsite Land Purchase	50,000	0	(100.0)	0	0.0
KA4456 Jacumba 2 Burnsite Land Purchase	50,000	0	(100.0)	0	0.0
KA4457 Descanso Burnsite Land Purchase	30,000	0	(100.0)	0	0.0
KA0550 Otay Valley Regional Park	5,038,121	0	(100.0)	0	0.0
Total-Capital Projects	\$ 13,675,121	\$ 0	(100.0)	\$ 0	0.0
Total-Capital Outlay Fund	\$ 41,918,513	\$ 0	(100.0)	\$ 0	0.0



Capital Outlay Fund

Funding Source

	Fiscal Year 2003-04 Adopted Budget	Fiscal Year 2004-05 Proposed Budget	% Change	Fiscal Year 2005-06 Proposed Budget	% Change
Lease Payments-General Fund					
1993 A- Starbuilders	\$ 118,284	\$ 0	(100.0)	\$ 0	0.0
1993 Master Refunding- South County	3,823,342	0	(100.0)	0	0.0
1993 Master Refunding –East County	5,085,769	0	(100.0)	0	0.0
1993 Master Refunding – Topaz	471,417	0	(100.0)	0	0.0
1993 Vista Refunding	2,846,195	0	(100.0)	0	0.0
1996 Regional Communication System	5,769,757	0	(100.0)	0	0.0
1997 Master Refunding	3,524,640	0	(100.0)	0	0.0
2000 MTS Tower*	2,509,149	0	(100.0)	0	0.0
2002 Motorola	2,833,231	0	(100.0)	0	0.0
Total Lease-General Fund	\$ 26,981,784	\$ 0	(100.0)	\$ 0	0.0
Lease Payments-Chgs to Oth Districts					
2002 Motorola	\$ 638,653	\$ 0	(100.0)	\$ 0	0.0
Total Lease-Chgs to Oth Districts	\$ 638,653	\$ 0	(100.0)	\$ 0	0.0
Lease Payments-Rent Received					
2000 MTS Tower*	\$ 622,955	\$ 0	(100.0)	\$ 0	0.0
Total Lease-Rent Received	\$ 622,955	\$ 0	(100.0)	\$ 0	0.0
Capital Projects-General Fund					
KK9500 MSCP	\$ 7,800,000	\$ 0	(100.0)	\$ 0	0.0
Total Capital Projects-General Fund	\$ 7,800,000	\$ 0	(100.0)	\$ 0	0.0



Capital Outlay Fund

Funding Source

	Fiscal Year 2003-04 Adopted Budget	Fiscal Year 2004-05 Proposed Budget	% Change	Fiscal Year 2005-06 Proposed Budget	% Change
Capital Projects-Simon Endowmt Trust Fund					
KN4452 Simon Open Sp Preserve/Trail	\$ 75,000	\$ 0	(100.0)	\$ 0	0.0
Total Capital Projects- Simon Endowmt	\$ 75,000	\$ 0	(100.0)	\$ 0	0.0
Capital Projects-Parkland Dedication Fund					
KN4450 Lakeside Teen Center	\$ 125,000	\$ 0	(100.0)	\$ 0	0.0
KN4451 Felicita Parking Lot Restoration	100,000	0	(100.0)	0	0.0
KN3415 Guajome Playground	7,000	0	(100.0)	0	0.0
Total Capital Projects- Parkland Dedication	\$ 232,000	\$ 0	(100.0)	\$ 0	0.0
Capital Projects-Inactive wastesite					
KA4453 Fallbrook B Burnsite Land Purch	\$ 200,000	\$ 0	(100.0)	\$ 0	0.0
KA4454 Fallbrook C Burnsite Land Purch	200,000	0	(100.0)	0	0.0



Capital Outlay Fund

Funding Source

	Fiscal Year 2003-04 Adopted Budget	Fiscal Year 2004-05 Proposed Budget	% Change	Fiscal Year 2005-06 Proposed Budget	% Change
KA4455 Jacumba 1 Burnsite Land Purch	50,000	0	(100.0)	0	0.0
KA4456 Jacumba 2 Burnsite Land Purch	50,000	0	(100.0)	0	0.0
KA4457 Descano Burnsite Land Purch	30,000	0	(100.0)	0	0.0
Total Capital Projects- Inactive wastesite	\$ 530,000	\$ 0	(100.0)	\$ 0	0.0
State Aid - Construction Bond					
State Aid - Other State Grants	\$ 5,038,121	\$ 0	(100.0)	\$ 0	0.0
Total Capital Projects - State Aid	\$ 5,038,121	\$ 0	(100.0)	\$ 0	0.0
Total Funding Sources	\$ 41,918,513	\$ 0	(100.0)	\$ 0	0.0

Justice Facility Construction Fund

Justice Facility Construction Fund

Budget by Category of Expenditures

	Fiscal Year 2003-04 Adopted Budget	Fiscal Year 2004-05 Proposed Budget	% Change	Fiscal Year 2005-06 Proposed Budget	% Change
Lease Payments	\$ 22,075,909	\$ 0	(100.0)	\$ 0	0.0
Total	\$ 22,075,909	\$ 0	(100.0)	\$ 0	0.0

Capital Projects Detail

	Fiscal Year 2003-04 Adopted Budget	Fiscal Year 2004-05 Proposed Budget	% Change	Fiscal Year 2005-06 Proposed Budget	% Change
Lease Payments					
1993 Ridgehaven	\$ 476,734	\$ 0	(100.0)	\$ 0	0.0
1993 Master Refunding - East Mesa	740,828	0	(100.0)	0	0.0
1993 Master Refunding – Juvenile Hall	437,978	0	(100.0)	0	0.0
1993 Master Refunding – Clairemont Hospital	1,842,955	0	(100.0)	0	0.0
1993 Master Refunding – East Mesa Land	2,405,720	0	(100.0)	0	0.0
1993 Master Refunding – SD Muni Building	767,127	0	(100.0)	0	0.0
1996 North & East County Regional Center Project	2,860,940	0	(100.0)	0	0.0
1996 Ohio Street Lease Purchase	168,865	0	(100.0)	0	0.0
1997 Central Jail	5,323,756	0	(100.0)	0	0.0
1998 Hall of Justice	5,205,199	0	(100.0)	0	0.0
1999 East Mesa Refunding	\$ 1,845,807	\$ 0	(100.0)	0	0.0
Total-Lease Payments	\$ 22,075,909	\$ 0	(100.0)	\$ 0	0.0
Total-Justice Facility Construction Fund	\$ 22,075,909	\$ 0	(100.0)	\$ 0	0.0



Justice Facility Construction Fund

Funding Source

	Fiscal Year 2003-04 Adopted Budget	Fiscal Year 2004-05 Proposed Budget	% Change	Fiscal Year 2005-06 Proposed Budget	% Change
Lease Payments-General Fund					0.0
1993 Ridgehaven	\$ 476,734	\$ 0	(100.0)	\$ 0	0.0
1993 Master Refunding - East Mesa	740,828	0	(100.0)	0	0.0
1993 Master Refunding – Clairemont Hospital	1,842,955	0	(100.0)	0	0.0
1993 Master Refunding – East Mesa Land	2,405,720	0	(100.0)	0	0.0
1996 North & East County Regional Center Project	2,860,940	0	(100.0)	0	0.0
1996 Ohio Street Lease Purchase	168,865	0	(100.0)	0	0.0
1997 Central Jail	5,323,756	0	(100.0)	0	0.0
1998 Hall of Justice	1,769,331	0	(100.0)	0	0.0
1999 East Mesa Refunding	1,845,807	0	(100.0)	0	0.0
Total Lease-General Fund	\$ 17,434,936	\$ 0	(100.0)	\$ 0	0.0
Lease Payments-AB189					
1993 Master Refunding – Juvenile Hall	\$ 437,978	\$ 0	(100.0)	\$ 0	0.0
1993 Master Refunding – SD Muni Building	767,127	0	(100.0)	0	0.0
1998 Hall of Justice	2,050,000	0	(100.0)	0	0.0
Total Lease-AB189	\$ 3,255,105	\$ 0	(100.0)	\$ 0	0.0



Justice Facility Construction Fund

Funding Source

	Fiscal Year 2003-04 Adopted Budget	Fiscal Year 2004-05 Proposed Budget	% Change	Fiscal Year 2005-06 Proposed Budget	% Change
Lease Payments-Rent Received					
1998 Hall of Justice	\$ 585,868	\$ 0	(100.0)	\$ 0	0.0
Total Lease-Rent Received	\$ 585,868	\$ 0	(100.0)	\$ 0	0.0
Lease Payments- Aid from Redevelopment					
1998 Hall of Justice	\$ 800,000	\$ 0	(100.0)	\$ 0	0.0
Total Lease-Aid from Redevelopment	\$ 800,000	\$ 0	(100.0)	\$ 0	0.0
				\$	
Total - Funding Sources	\$ 22,075,909	\$ 0	(100.0)	\$ 0	0.0

County Health Complex Fund

County Health Complex Fund

Budget by Category of Expenditures

	Fiscal Year 2003-04 Adopted Budget	Fiscal Year 2004-05 Proposed Budget	% Change	Fiscal Year 2005-06 Proposed Budget	% Change
Lease Payments	\$ 2,560,827	\$ 0	100.0	\$ 0	0.0
Total	\$ 2,560,827	\$ 0	100.0	\$ 0	0.0

Capital Projects Detail

	Fiscal Year 2003-04 Adopted Budget	Fiscal Year 2004-05 Proposed Budget	% Change	Fiscal Year 2005-06 Proposed Budget	% Change
Lease Payments			100.0		
1993 Master Refunding – Health Complex	\$ 2,560,827	\$ 0	100.0	\$ 0	0.0
Total-County Health Complex Fund	\$ 2,560,827	\$ 0	100.0	\$ 0	0.0

Funding Source

	Fiscal Year 2003-04 Adopted Budget	Fiscal Year 2004-05 Proposed Budget	% Change	Fiscal Year 2005-06 Proposed Budget	% Change
Lease Payments-General Fund			100.0		
1993 Master Refunding – Health Complex	\$ 2,560,827	\$ 0	100.0	\$ 0	0.0
Total Lease-General Fund	\$ 2,560,827	\$ 0	100.0	\$ 0	0.0

Edgemoor Development Fund

Edgemoor Development Fund

Budget by Category of Expenditures

	Fiscal Year 2003-04 Adopted Budget	Fiscal Year 2004-05 Proposed Budget	% Change	Fiscal Year 2005-06 Proposed Budget	% Change
Land Acquisition	\$ 575,000	\$ 0	100.0	\$ 0	0.0
Services & Supplies	460,000	5,360,000	100.0	2,860,000	(46.6)
Reserve Designation Increase	150,000	0	100.0	500,000	100.0
Total	\$ 1,185,000	\$ 5,360,000	100.0	\$ 3,360,000	(37.3)

Capital Projects Detail

	Fiscal Year 2003-04 Adopted Budget	Fiscal Year 2004-05 Proposed Budget	% Change	Fiscal Year 2005-06 Proposed Budget	% Change
Land Acquisition	\$ 575,000	\$ 0	100.0	\$ 0	0.0
Professional Services	460,000	5,360,000	100.0	2,860,000	(46.6)
General Reserve	150,000	0	100.0	500,000	100.0
Total-Edgemoor Development Fund	\$ 1,185,000	\$ 5,360,000	100.0	\$ 3,360,000	(37.3)

Funding Source

	Fiscal Year 2003-04 Adopted Budget	Fiscal Year 2004-05 Proposed Budget	% Change	Fiscal Year 2005-06 Proposed Budget	% Change
Edgemoor Development Fund					
Sale of Fixed Assets	\$ 150,000	\$ 5,000,000	100.0	\$ 500,000	(90.0)
Rents & Concessions	267,823	267,823	100.0	267,823	0.0
Interests on Deposits	20,000	20,000	100.0	20,000	0.0
Fund Balance	747,177	72,177	100.0	2,572,177	3,463.7
Total - Edgemoor Development Fund	\$ 1,185,000	\$ 5,360,000	100.0	\$ 3,360,000	(37.3)

Library Projects COF

Library Projects COF

Budget by Category of Expenditures

	Fiscal Year 2003-04 Adopted Budget	Fiscal Year 2004-05 Proposed Budget	% Change	Fiscal Year 2005-06 Proposed Budget	% Change
Capital Projects	\$ 96,577	\$ 0	100.0	\$ 0	0.0
Total	\$ 96,577	\$ 0	100.0	\$ 0	0.0

Capital Projects Detail

	Fiscal Year 2003-04 Adopted Budget	Fiscal Year 2004-05 Proposed Budget	% Change	Fiscal Year 2005-06 Proposed Budget	% Change
Capital Projects	\$ 96,577	\$ 0	(100.0)	\$ 0	0.0
Total-Library Projects COF	\$ 96,577	\$ 0	(100.0)	\$ 0	0.0

Funding Source

	Fiscal Year 2003-04 Adopted Budget	Fiscal Year 2004-05 Proposed Budget	% Change	Fiscal Year 2005-06 Proposed Budget	% Change
Operating Transfer - General Fund	\$ 96,577	\$ 0	100.0	\$ 0	0.0
Total - Operating Transfer - General Fund	\$ 96,577	\$ 0	100.0	\$ 0	0.0

Lease Payments

Lease Payments

Budget by Category of Expenditures

	Fiscal Year 2003-04 Adopted Budget	Fiscal Year 2004-05 Proposed Budget	% Change	Fiscal Year 2005-06 Proposed Budget	% Change
Lease Payments	\$ 0	\$ 46,779,800	100.0	\$ 46,669,365	(0.2)
Total	\$ 0	\$ 46,779,800	100.0	\$ 46,669,365	(0.2)

Capital Budget Detail

	Fiscal Year 2003-04 Adopted Budget	Fiscal Year 2004-05 Proposed Budget	% Change	Fiscal Year 2005-06 Proposed Budget	% Change
1993 Master Refunding- South County	\$ 0	\$ 3,826,051	100.0	\$ 3,826,148	0.0
1993 Master Refunding –East County	0	5,089,374	100.0	5,089,503	0.0
1993 Master Refunding – Topaz	0	471,748	100.0	471,760	0.0
1996 Regional Communication System	0	5,940,481	100.0	5,937,781	(0.0)
2001 MTS Tower	0	3,168,291	100.0	3,079,704	(2.8)
2002 Motorola	0	3,486,135	100.0	3,488,185	0.1
1993 Master Refunding - East Mesa	0	741,348	100.0	741,366	0.0
1993 Master Refunding – Juvenile Hall	0	438,284	100.0	438,295	0.0
1993 Master Refunding – Clairemont Hospital	0	1,844,257	100.0	1,844,304	0.0
1993 Master Refunding – East Mesa Land	0	2,407,421	100.0	2,407,482	0.0
1993 Master Refunding – SD Muni Building	0	767,666	100.0	767,685	0.0
1996 North & East County Regional Center Project	0	2,946,058	100.0	2,948,455	0.1
1996 Ohio Street Lease Purchase	0	170,128	100.0	170,128	0.0
1997 Central Jail	0	5,526,285	100.0	5,527,525	0.0
1998 Hall of Justice	0	5,515,397	100.0	5,516,197	0.0



Lease Payments

Capital Budget Detail

	Fiscal Year 2003-04 Adopted Budget	Fiscal Year 2004-05 Proposed Budget	% Change	Fiscal Year 2005-06 Proposed Budget	% Change
1999 East Mesa Refunding	0	1,878,238	100.0	1,852,144	(1.4)
1993 Master Refunding – Health Complex	0	2,562,638	100.0	2,562,703	0.0
Total-Lease Payments	\$ 0	\$ 46,779,800	100.0	\$ 46,669,365	(0.2)

Funding Source

	Fiscal Year 2003-04 Adopted Budget	Fiscal Year 2004-05 Proposed Budget	% Change	Fiscal Year 2005-06 Proposed Budget	% Change
Lease Payments-General Fund					
1993 Master Refunding- South County	\$ 0	3,826,051	100.0	\$ 3,826,148	0.0
1993 Master Refunding –East County	0	5,089,374	100.0	5,089,503	0.0
1993 Master Refunding – Topaz	0	471,748	100.0	471,760	0.0
1996 Regional Communication System	0	5,940,481	100.0	5,937,781	(0.0)
2001 MTS Tower	0	2,504,717	100.0	2,416,130	(3.5)
2002 Motorola	0	2,864,329	100.0	2,866,379	0.1
1993 Master Refunding - East Mesa	0	741,348	100.0	741,366	0.0
1993 Master Refunding – Clairemont Hospital	0	1,844,257	100.0	1,844,304	0.0
1993 Master Refunding – East Mesa Land	0	2,407,421	100.0	2,407,482	0.0
1996 North & East County Regional Center Project	0	2,946,058	100.0	2,948,455	0.1
1997 Central Jail	0	5,526,285	100.0	5,527,525	0.0
1998 Hall of Justice	0	2,420,743	100.0	2,412,623	(0.3)
1999 East Mesa Refunding	0	1,878,238	100.0	1,852,144	(1.4)
1993 Master Refunding – Health Complex	0	2,562,638	100.0	2,562,703	0.0
Total Lease-General Fund	\$ 0	\$ 41,193,816	100.0	\$ 41,074,431	(0.3)



Lease Payments

Funding Source

	Fiscal Year 2003-04 Adopted Budget	Fiscal Year 2004-05 Proposed Budget	% Change	Fiscal Year 2005-06 Proposed Budget	% Change
Lease Payments-Chgs to Oth Districts					
2002 Motorola	\$ 0	\$ 621,806	100.0	\$ 621,806	0.0
Total Lease-Chgs to Oth Districts	\$ 0	\$ 621,806	100.0	\$ 621,806	0.0
Lease Payments-Rent Received					
1998 Hall of Justice	\$ 0	\$ 594,654	100.0	\$ 603,574	1.5
2001 MTS Tower	0	663,574	100.0	663,574	0.0
Total Lease-Rent Received	\$ 0	\$ 1,258,228	100.0	\$ 1,267,148	0.7
Lease Payments-AB189					
1993 Master Refunding – Juvenile Hall	\$ 0	\$ 438,284	100.0	\$ 438,295	0.0
1993 Master Refunding – SD Muni Building	0	767,666	100.0	767,685	0.0
1998 Hall of Justice	0	1,700,000	100.0	1,700,000	0.0
Total Lease-AB189	\$ 0	\$ 2,905,950	100.0	\$ 2,905,980	0.0
Lease Payments- Aid from Redevelopment					
1998 Hall of Justice	\$ 0	\$ 800,000	100.0	\$ 800,000	0.0
Total Lease-Aid from Redevelopment	\$ 0	\$ 800,000	100.0	\$ 800,000	0.0
Total - Funding Sources	\$	\$ 46,779,800	100.0	\$ 46,669,365	(0.2)

Outstanding Capital Projects By Group/Agency

Outstanding Capital Projects By Group/Agency

Public Safety Group

Project Name	Activity	Project Established	Total Appropriations	Remaining Balance
4712 EAST MESA WAREHOUSE	KK1712	00/01	\$ 905,015	\$ 777,046
4715 NCRC CRTHSE/ANX RMOD	KK1715	00/01	5,913,940	24,172
4717 E MESA JUV FAC AC RD	KK1717	00/01	2,442,796	827,939
4718 DWNTN SD LAW LIB RMD	KK1718	00/01	294,578	4,611
4984 GIRLS REHAB FACILITY	KK2984	01/02	1,400,000	145,798
4994 SHRF CRIME LAB RMDL	KK2994	01/02	2,560,126	1,045,986
4424 JUV COURT EXPANSION	KK3424	02/03	370,077	342,195
4439 VISTA DET CONTCOL PN	KK3439	02/03	2,617,303	2,535,382
4651 DWNTWN CRTHS REMODEL	KK4901	03/04	2,156,349	688,874
4869 UNGROUND STORAGE TNK	KK6100	94/95	3,161,635	118,544
4647 FIREARMS TRAINING	KK6116	94/95	6,027,934	133,729
4833 POLINSKY CARD SECRTY	KK8023	97/98	120,000	9,099
4830 DOWNTOWN COURT HOUSE	KK8030	97/98	3,456,733	3,231
4832 LAS COLINAS WOM D F	KK8032	97/98	1,558,930	687,193
4913 RANCHO DEL CAMPO WW	KK9013	98/99	78,827	6,357
4917 DESCANSO DET FACILTY	KK9017	98/99	1,141,875	181,850
4935 CAMPO SEWER SYSTEM	KK9035	98/99	175,468	61,663
4685 LCDF IMPROVEMENTS	KK0685	99/00	513,239	17,199
4687 PINE VALLEY SUBST RP	KK0687	99/00	1,200,000	1,189,522
4698 JV HALL CLINIC MOD	KK0698	99/00	64,960	4,611
4781 E MESA JV DET FACLTY	KK0871	99/00	48,596,638	600,810
Total - Public Safety			\$ 84,756,426	\$ 9,405,812



Outstanding Capital Projects By Group/Agency

Health and Human Services Agency

Project Name	Activity	Project Established	Total Appropriations	Remaining Balance
4991 SAN PASQUAL TECH CTR	KK2991	01/02	\$ 1,127,078	\$ 21,119
4992 SAN PASQUAL GYM	KK2992	01/02	1,985,594	332,584
4993 SAN PASQUAL GIRL DRM	KK2993	01/02	2,479,397	1,428,831
4422 POLINSKY CTR NURSERY	KK3422	02/03	1,924,878	1,692,741
4430 SAN PASQ HLTH WELLNS	KK3430	02/03	497,842	470,281
4463 HHSO OFC/PRKING STRC	KK4463	03/04	1,300,000	819,249
4903 HEALTH SEC TEMP ASKE	KK9550	98/99	58,000	13,122
4688 EDMONDSON INSTALL A/C	KK0688	99/00	8,691	725
4697 HEALTH COMPLEX CF RM	KK0697	99/00	19,923	3,181
4789 BRDNG SCH-SN PASQUAL	KK0789	99/00	15,958,280	247
4866 EDMONDSON RECONSTRUCT	KK0866	99/00	5,511,949	462,737
Total Health and Human Services Agency			\$ 30,871,632	\$ 5,244,817

Land Use & Environment Group

Project Name	Activity	Project Established	Total Appropriations	Remaining Balance
4557 BANCROFT PARK ACQ	KA1557	00/01	\$ 473,000	\$ 471,798
4562 NORTH CTY OPEN ACQ	KA1562	00/01	383,924	208,433
4710 EL CAJ ARCC BLDG ACQ	KA1710	00/01	739,000	3,940
4971 SAN ELIJO ACQUISITNS	KA1971	00/01	2,450,000	524,715
4563 FALLBRK COMM CTR PLY	KN1533	00/01	248,602	10,654
4561 JUL JESS MAR COM CTR	KN1561	00/01	223,431	112,145
4714 RIOS CYN BALLFLD/PLY	KN1714	00/01	150,000	35
4555 LINDO LK PAVILN RECN	KN1884	00/01	205,479	61,650
4886 JULIAN MEM PK IMPRV	KN1886	00/01	50,000	43,319
4954 DOS PICOS PK PICNIC	KN1954	00/01	547,385	334,283
4965 OPEN SPACE VOL PADS	KN1965	00/01	100,000	94,004
4976 SAN ELIJO ADA PK-TRL	KN1976	00/01	40,000	17,932
4978 LOS PENASG ADA PK-TR	KN1978	00/01	30,000	14,584
4964 FALLBROOK SPORTS PK	KN1979	00/01	755,442	350,617
4564 OTAY RIVER VLY PK AC	KA2564	01/02	1,250,000	1,250,000
4973 TRAIL EASEMENT ACQ	KA2973	01/02	41,965	2,552
4435 ALPINE LIB LAND ACQ	KA2983	01/02	34,867	\$ 22,067



Outstanding Capital Projects By Group/Agency

Land Use & Environment Group

Project Name	Activity	Project Established	Total Appropriations	Remaining Balance
4987 RAMONA COMM CAMPUS	KA2987	01/02	2,913,661	191,307
4577 COLLIER PK VOLUN PAD	KN2577	01/02	135,992	37,030
4582 LIVE OAK PK PAR/BSKT	KN2582	01/02	91,383	12,646
4588 TJ RVR FL REG PK FEN	KN2630	01/02	150,000	37,749
4669 SWTR PK EQUES CENTER	KN2669	01/02	156,425	118,560
4586 GOODAN RNCH PRES RES	KN2675	01/02	7,225	4,799
4678 REG CAMP PK ELEC UPG	KN2678	01/02	198,426	78,806
4680 SWTR PK POND RESTOR	KN2680	01/02	50,000	36,391
4752 OTAY VLY PK FEN/SUP	KN2752	01/02	191,000	182,706
4849 SWTR EQUESTRIAN BRDG	KN2849	01/02	222,783	10,389
4918 VERNA HOUSE RESTORTN	KN2918	01/02	449,923	388,309
4919 DAIRY MART POND RSTN	KN2919	01/02	50,000	7,956
4955 AGU CALIENTE PK IMP	KN2955	01/02	1,007,000	998,506
4957 FLINN SPRINGS PK IMP	KN2957	01/02	271,969	43,246
4958 LAKE JENNINGS PK IMP	KN2958	01/02	180,000	35,518
4960 LAKE MORENA PK EQUIP	KN2960	01/02	350,000	320,703
4961 LINDO LAKE PK LIGHT	KN2961	01/02	79,389	1,881
4962 STELTZER PK PLYGRND	KN2962	01/02	295,459	147,944
4963 W HEISE PLYGRD RSTRM	KN2963	01/02	190,405	64,400
4968 CACTUS PK SPORTSFLD	KN2968	01/02	190,150	128,857
4985 OTAY VLY PK TREE-IRR	KN2985	01/02	50,000	32,788
4995 OTAY VLY PK INTRP CT	KN2995	01/02	100,000	98,650
4996 TJ RVR TRL CROSSING	KN2996	01/02	450,000	397,052
4585 SPRING VLY PK ENTR I	KK2585	01/02	397,926	90,831
4420 BONSALL PK RVR ACQ	KA3420	02/03	263,859	263,859
4872 SWTWTR LAKEVIEW	KN3106	02/03	2,550,991	478,426
4401 JESS MARTIN PK SPORT	KN3401	02/03	100,000	100,000
4402 FELICITA MUS ADA IMP	KN3402	02/03	70,000	20,478
4405 LKSDE PARK IMPRV	KN3405	02/03	703,000	703,000
4406 SWTWTR PK SR125 MIT	KN3406	02/03	410,000	332,386
4407 LINDO LAKE WELL	KN3407	02/03	34,730	33,604
4408 LOS PENASQ TRL RESTR	KN3408	02/03	75,000	74,723



Outstanding Capital Projects By Group/Agency

Land Use & Environment Group

Project Name	Activity	Project Established	Total Appropriations	Remaining Balance
4409 POTRERO PK PLYGRNDS	KN3409	02/03	125,000	113,826
4410 SWEETWATER PLYGRNDS	KN3410	02/03	135,000	135,000
4411 BORREGO SPR PK MPLAN	KN3411	02/03	78,000	58,309
4412 E COUNTY SPORTS COMP	KN3412	02/03	241,500	241,500
4413 FALLBRK COMM PK PLYG	KN3413	02/03	225,000	199,860
4414 FELICITA PK IMPRV	KN3414	02/03	729,788	671,194
4415 GUAJOME PK PLY/RS/DK	KN3415	02/03	507,000	507,000
4416 NANCY JANE PK SWINGS	KN3416	02/03	140,000	140,000
4417 SAN DIEGUITO UP PIC	KN3417	02/03	525,000	497,768
4418 SOUTH LANE PK IMPRV	KN3418	02/03	98,000	98,000
4419 SWTWTR BKWY TRL LONS	KN3419	02/03	1,100,000	1,100,000
4428 LINC ACR COMM CTR PK	KN3428	02/03	76,800	28,729
4432 SAN LUIS REY RRR P&D	KN3432	02/03	500,000	497,211
4441 TJ RVR VLY HAB TRL P	KN3441	02/03	1,175,000	1,118,829
4443 SANTA MARIA RESTORTN	KN3442	02/03	500,000	500,000
4445 SAN MAR CRK REST TRL	KN3443	02/03	40,000	40,000
4446 RM COLL PK BSKTBL CT	KN3446	02/03	195,000	195,000
4462 ALP II BRNST-MOT ACQ	KN3448	02/03	600,000	300,000
4453 FLBRK B BURNSITE PUR	KA4453	03/04	90,000	90,000
4454 FLBRK C BURNSITE PUR	KA4454	03/04	310,000	310,000
4455 JACUM I BURNSITE PUR	KA4455	03/04	50,000	50,000
4456 JACUM II BURNSITE PUR	KA4456	03/04	50,000	50,000
4457 DESCANSO BURNSTE PUR	KA4457	03/04	30,000	30,000
4478 VALLEY PARK PROJECT	KA4478	03/04	500,000	500,000
4453 FLBRK B BURNSITE PUR	KA4453	03/04	90,000	90,000
4454 FLBRK C BURNSITE PUR	KA4454	03/04	310,000	310,000
4455 JACUM I BURNSITE PUR	KA4455	03/04	50,000	50,000
4456 JACUM II BURNSTE PUR	KA4456	03/04	50,000	50,000
4457 DESCANSO BURNSTE PUR	KA4457	03/04	30,000	30,000
4478 VALLEY PARK PROJECT	KA4478	03/04	500,000	50,000
4480 1-122 ALLOT D5 ACQS	KA4480	03/04	748,200	748,200
4450 LKSD TEEN CTR PHS II	KN4450	03/04	310,000	303,997



Outstanding Capital Projects By Group/Agency

Land Use & Environment Group

Project Name	Activity	Project Established	Total Appropriations	Remaining Balance
4451 FELICITA PRKG LOT RS	KN4451	03/04	100,000	100,000
4452 SIMON PRES/TRL CONST	KN4452	03/04	75,000	75,000
4461 SPRING VLY PK IMP II	KN4461	03/04	204,000	17,581
4464 SAN ELIJO NAT CTR EX	KN4464	03/04	300,000	300,000
4472 COLLIER PK ADA RSTR	KN4472	03/04	193,000	187,467
4619 HERITAGE PK CAROUSEL	KN6019	95/96	715,000	711,881
4741 OTAY LAKE PARK RESTO	KN7022	96/97	2,448,289	256,759
4790 GUAJOME RESTOR	KN7915	96/97	1,688,678	25,906
4540 WASTESITE LAND ACQ	KA8950	97/98	8,238,232	6,250,786
4813 JESS MARTIN PARK	KN8013	97/98	70,150	1,357
4815 GUAJOME SPORTSFIELD	KN8015	97/98	265,000	211,198
4817 GUAJOME ADOBE IMPV	KN8017	97/98	221,381	91,115
4845 OAKOASIS LOG HSE RST	KN8045	97/98	100,000	30,913
4545 MULT SPECIES CON PRG	KA9500	98/99	22,483,953	7,159,668
4546 TJ RIVER VALLEY ACQ	KA9730	98/99	10,718,764	556,180
4916 RAINBOW PARK PHASE I	KN9016	98/99	1,238,150	82,854
4920 TJRV/EFFIE MAE FARM	KN9020	98/99	122,252	45,799
4921 VLCN MT REST/ERSN	KN9021	98/99	17,000	3,197
4931 SWTWTR-MORRISON POND	KN9031	98/99	232,773	10,463
4932 COLLIER PK FAC DSGN	KN9032	98/99	736,250	624,972
4908 WILDERNESS GDN WELL	KN9554	98/99	15,000	5,887
4909 ENV HLTH-FIRE ALM HW	KK9555	98/99	45,750	45,750
4549 VLCN MTPRSER VI ACQ	KA0549	99/00	744,081	196,923
4550 OTY VLY REG PK II AQ	KA0550	99/00	10,657,161	9,914,429
4551 ESCONDIDO CREEK ACQ	KA0551	99/00	2,259,592	508,185
4982 OTAY VLY REG PK	KN0550	99/00	602,045	471,003
4754 LAMAR PARK DEVELOP	KN0754	99/00	1,057,755	487,027
4783 JULIAN SKATEBOARD PK	KN0783	99/00	393,849	62,537
4786 LINCOLN ACRES PARK	KN0786	99/00	97,886	1,337
4787 COTTONWOOD III PARK	KN0787	99/00	1,316,801	69,560
4867 AGUA CALIENTE PK RST	KN0867	99/00	414,315	83,269
4870 PINE VLY BSKT/TENNIS	KN0870	99/00	500,063	221,416



Outstanding Capital Projects By Group/Agency

Land Use & Environment Group

Project Name	Activity	Project Established	Total Appropriations	Remaining Balance
4871 SO BAY BIO AREA ENHC	KN0871	99/00	150,000	118,477
4873 TJ RVR VLY SPORTS PK	KN0873	99/00	2,748,133	1,044,682
4877 VLCN MTN PSERV TRAIL	KN0877	99/00	23,210	17,643
4878 WH HEISE PK TRAIL IM	KN0878	99/00	16,544	5,262
4884 LAKESIDE TEEN CENTER	KN0884	99/00	572,744	90,052
4865 SPRING VLY GYM	KK0865	99/00	2,644,445	2,210,978
4880 SPRING VLY TEEN CTR	KK0880	99/00	307,999	201,825
Total Land Use and Environment Group			\$ 104,954,323	\$ 50,599,991

Community Services Group

Project Name	Activity	Project Established	Total Appropriations	Remaining Balance
4567 CAMPO LIBRARY DESIGN	KL1600	00/01	\$ 308,816	\$ 231,038
4974 FALLBROOK LIBRARY	KL1974	00/01	442,109	207,563
4709 NO COUNTY ANIM SHEL	KK1709	00/01	6,554,411	5,562,729
4953 VALLEY CTR MUSEUM	KK1953	00/01	238,832	31,724
4981 JULIAN SH USE LIB	KL2981	01/02	3,047,754	2,133,777
4983 ALPINE LIBRARY	KL2983	01/02	879,981	680,816
4465 RAMONA LIBRARY	KL2987	01/02	476,036	451,452
4966 NCAS FIRE SPRINKLERS	KK2966	01/02	136,165	136,135
4967 SCAS FIRE SPRINKLERS	KK2967	01/02	122,551	122,551
4440 PINE VLY LIB EXPANSN	KL3440	02/03	193,000	166,169
4460 DESCANSO LIB EXPANSN	KL3460	02/03	176,000	153,725
4421 CAC WATERFRONT PARK	KK3421	02/03	2,734,771	703,992
4458 BONITA HIST MUSEUM	KK3458	02/03	1,250,000	1,224,431
4479 FALLBRK LIB LAND EXP	KA4479	03/04	100,000	100,000
4882 SPRING VLY LIBRARY	KL7020	96/97	2,581,239	412,377
4548 DWNTOWN COURTHSE ACQ	KA8030	97/98	10,261,066	2,728,542
4851 CARDIFF LIB LAND ACQ	KA9542	98/99	988,937	5,709
4922 RANCHO SD LIBRARY	KL9022	98/99	4,561,319	282,912
4923 VALLEY CTR LIBRARY	KL9023	98/99	4,274,689	128,049



Outstanding Capital Projects By Group/Agency

Community Services Group

Project Name	Activity	Project Established	Total Appropriations	Remaining Balance
4753 BONITA LIBR-CONSTR	KL9540	98/99	4,036,084	3,833,393
4778 CARDIFF LIBRARY	KL9542	98/99	1,991,681	13,716
4756 ENCINITAS LIBR-CONST	KL9543	98/99	250,000	250,000
4757 PROTRERO LIBRARY-REP	KL9544	98/99	465,061	1,346
Total Community Services Group			\$ 46,070,504	\$ 19,562,145

Finance & General Government Group

Project Name	Activity	Project Established	Total Appropriations	Remaining Balance
4662 VISTA REG CTR ARCC	KK1662	00/01	\$ 2,000,000	\$ 1,991,381
4755 KEARNY MESA ARCC BLD	KK2586	01/02	6,277,809	1,010,050
4436 CAC ELEVATOR UPGRADE	KK3436	02/03	590,397	497,054
Total Finance and General Government Group			\$ 8,868,206	\$ 3,498,484

Total Outstanding Capital Projects

Project Name	Total Appropriations	Remaining Balance
Total Outstanding Capital Projects	\$ 275,521,091	\$ 88,311,250



Finance-Other

Finance-Other

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Finance-Other Summary
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Finance-Other



Description

This group of programs includes miscellaneous funds and programs that are predominantly Countywide in nature, have no staffing associated with them, or exist for proper budgetary accounting purposes. Responsibility for these funds and programs rests primarily with departments in the Finance and General Government Group.

The following provides a brief description of the purpose of these organizational units along with supporting and explanatory information:

Cash Borrowing

These appropriations fund the cost of financing the County's short-term cash borrowing program. During the course of the fiscal year, the County will experience temporary shortfalls in its cash flow due to the timing of expenditure and receipt of revenue. To meet these cash flow needs the County issues Tax and Revenue Anticipation Notes (TRANs). In addition, the County borrows cash to support the Teeter Plan. Under this plan the County has agreements with a number of taxing entities in the region whereby the County apportions to those entities the total amount of property tax due even though historically some of those payments are delinquent. In return, the County receives all the delinquent taxes and the penalties and interest due on them. The amount borrowed is the anticipated amount of delinquent taxes.

Community Enhancement

Community Enhancement funds are appropriated to fund cultural activities, museums, visitor and convention bureaus, economic development councils, and other similar institutions which promote and generate tourism and/or economic development at the regional and community levels throughout San Diego County. The amount of funding proposed by the CAO for Community Enhancement approximately equals the amount of Transient Occupancy Tax (TOT) revenues estimated to be

collected each year. Applications for funding are submitted to the Board of Supervisors by March 1 preceding the new fiscal year, with approval of projects given through the budget adoption process. The amount for Fiscal Year 2004-05 and 2005-06 is lower than Fiscal Year 2003-04 as a result of reduced TOT revenues.

Community Projects

The Community Projects program provides grants to community organizations for furtherance of public purposes at the regional and community levels throughout San Diego County. The funding level is reviewed each year by the Chief Administrative Officer and is contingent on the availability of fund balance. Recommendations for grant awards are made throughout the year by individual Board members subject to approval by the Board as a whole.

Contributions to the County Library System

These General Fund appropriations are provided based on the Board of Supervisors' policy to augment the County Library Fund. The net decrease of \$310,000 for Fiscal Year 2004-05 is due to the elimination of the one-time contribution in FY 2003-04 of \$960,000 offset by a \$650,000 increase in ongoing funding for Fiscal Years 2004-05 and beyond.

Contingency Reserve—General Fund

A Contingency Reserve appropriation of \$11.0 million is proposed for Fiscal Years 2004-05 and 2005-06. These appropriations are a source of funding for unanticipated needs or events that may occur during the fiscal year.



Examples of potential needs include emergency repairs, one-time projects, or Countywide appropriation and revenue shortfalls.

Contributions to Capital Outlay/Lease Payments-Bonds

These appropriations represent the General Fund cost for Capital development or land acquisition projects. For Fiscal Years 2004-05 and 2005-06 there are currently no new proposed projects. Previously, the appropriations included the general fund contribution for lease purchase payments that were in turn paid out of the Capital Outlay Fund. To simplify budgeting and accounting, lease purchase payments for capital projects will be paid directly from the General Fund instead of the Capital Outlay Fund. Lease purchase payments are decreasing in Fiscal Year 2004-05 due to the scheduled completion of payments as well as the early redemption of two debt financings in the Spring of 2004. See the Capital Program for the detail on the lease purchase payments and a list of open capital projects.

Countywide General Expenses

The primary objective of these appropriations is to fund Countywide projects and other Countywide needs. The major components of the Countywide General Expenses are:

- Payment on Enterprise Resource Planning System Bonds.
- Reserve for periods of recession and economic slowdown.
- Contribution to the Information Technology (IT) Internal Service Fund to support the Countywide component of the IT outsourcing contract.
- Property Tax System replacement fund enhancement.
- One-Time General Fund contribution to the Pension Obligation Bond Fund for the defeasance of the 1994 Pension Obligation Bonds.

Employee Benefits Internal Service Fund (ISF)

In Fiscal Year 1994-1995, the County established an Employee Benefits Internal Service Fund (ISF) to report all of its employee-risk management activities. This fund accounts for claim payments and administrative costs of the County's self-insured Workers' Compensation program, Unemployment, and Medical and Dental benefit reserves.

The rates for Workers' Compensation, charged to individual departments, are based 70% on the last five years' actual loss experience and 30% based on California Insurance Rating Bureau (CIRB) rates. A reserve for Workers' Compensation Claims liability has been established with a current level of \$32.0 million. For each of the Fiscal Years 2004-05 and 2005-06, \$2.0 million is proposed to be added to the Workers' Compensation Reserve.

Unemployment insurance rates are determined based on historical costs and apportioned based on departmental staff hours.

The Medical and Dental reserves are held as required of a self-insured program.

Local Agency Formation Commission Administration

These appropriations are allocated to the San Diego Local Agency Formation Commission (LAFCo) in accordance with provisions in State Law (Government Code Section 56381). LAFCo is an independent government agency with countywide authority. LAFCo performs studies and renders jurisdictional decisions affecting the boundaries and government structure of cities and special districts. Through Fiscal Year 2000-01, LAFCo was funded exclusively by the County and user fees. Beginning with Fiscal Year 2001-02, funding for LAFCo is shared by the County, the 18 cities, and 65 independent special districts in San Diego County.



Public Liability Insurance Internal Service Fund (ISF)

In Fiscal Year 1994-1995, the County established the Public Liability Insurance Internal Service Fund (ISF) to report all of its public-risk management activities. The County is self-insured through this ISF for premise liability at medical facilities, medical malpractice, errors and omissions, false arrest, forgery, and general liability. The cost of insurance to General Fund departments, other funds, and special districts is distributed based on a weighted risk factor: 90% allocated based on the last five years' loss experience, and 10% based on staff hours of exposure. The current reserve is \$19.5 million and deemed adequate for this fund. Due to relatively low levels of claims expense over the past few years, the Public Liability ISF's fund balance (over and above the reserve) has grown and will be used in the amounts of \$8.5 million in Fiscal Year 2004-05 and \$8.5 million in Fiscal Year 2005-06 in lieu of charges to departments. Departments will collectively pay \$2.0 million of the anticipated costs.

Pension Obligation Bonds

San Diego County Employees Retirement Association (SDCERA) is a public employees retirement system that was established by the County of San Diego on July 1, 1939, and is administered by the Board of Retirement to provide service retirement, disability, death and survivor benefits for its members. The Retirement Association is supported by member contributions, County Contributions and

investment income from the Retirement Association Assets. The County's contribution consists of a normal component and an Unfunded Actuarial Accrued Liability (UAAL) component. The County of San Diego issued \$430.4 million of taxable Pension Obligation Bonds (POBs) on February 15, 1994, of which \$428.5 million went toward the reduction of the UAAL. As a result of the County implementing an enhanced retirement plan in March of 2002, there was an increase in the UAAL and in response, the County issued new POBs totaling \$737.3 million of which \$550.0 million was paid to the Retirement Fund, thus reducing the unfunded accrued actuarial liability. The remaining proceeds were utilized to refinance a portion of the 1994 Taxable Bonds and pay costs of issuance. These appropriations support bond principal and interest payments as well as administrative expenses for the 2002 Pension Obligation Bonds and provide for the defeasance of the remaining 1994 POBs. The County is in the process of issuing what will be known as the 2004 POBs and the debt service on these new POBs will take the place of the annual debt service on the 1994 POBs.

Debt Service Local Boards

This cost represents the debt cost for Majestic Pines, which was issued in January 1973 for the construction of their water distribution system. The debt will be paid off in January 2012. The cost is offset by a special assessment on property located within the service area.



Expenditures

	Fiscal Year 2003-04 Adopted Budget	Fiscal Year 2004-05 Proposed Budget	% Change	Fiscal Year 2005-06 Proposed Budget	% Change
Cash Borrowing Program	\$ 7,625,000	\$ 7,625,000	0.00	\$ 7,625,000	0.00
Community Enhancement	3,033,650	3,000,000	(1.11)	3,000,000	0.00
Community Projects	10,000,000	10,000,000	0.00	10,000,000	0.00
Contribution to County Library	3,360,000	3,050,000	(9.23)	3,050,000	0.00
Contingency Reserve General Fund	11,000,000	11,000,000	0.00	11,000,000	0.00
Contributions to Capital Outlay Fund	54,777,547	0	(100.00)	0	0.00
Lease Payments-Bonds	0	46,779,800	100.00	46,788,750	0.02
Countywide General Expense	96,300,525	76,700,945	(20.35)	31,825,100	(58.51)
Employee Benefits Fund (ISF)	30,823,925	35,401,399	14.85	36,442,276	2.94
Local Agency Formation Commission Administration	199,694	225,647	13.00	225,647	0.00
Public Liability Insurance (ISF)	10,000,000	10,500,000	5.00	10,500,000	0.00
Pension Obligation Bonds	121,934,372	122,553,344	0.51	69,465,394	(43.32)
Debt Service Local Boards	29,750	29,750	0.00	28,250	(5.04)
Total	\$ 349,084,463	\$ 326,865,885	(6.36)	\$ 229,950,417	(29.65)

Appendix

Appendix

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Appropriations by Fund
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**Health & Human Services - Regional
Operations**
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Glossary of Budget Terms
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Appropriations by Fund



County Funds by Type

County Funds by Type

	Fiscal Year 2003-04 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
General Fund	\$ 2,785,063,854	\$ 2,762,658,521	(0.80)	\$ 2,701,051,883	(2.23)
Air Pollution Control District	22,085,928	22,477,834	1.77	23,206,950	3.24
County Proprietary Enterprise Funds	20,731,408	16,700,342	(19.44)	14,396,966	(13.79)
County Proprietary Internal Service Funds	324,042,561	295,760,315	(8.73)	295,800,914	0.01
County Service Areas	9,286,973	9,308,414	0.23	9,741,869	4.66
Miscellaneous Local Agencies	7,367,463	9,750,274	32.34	9,764,491	0.15
Miscellaneous Special Districts	10,242,926	8,796,126	(14.12)	8,657,126	(1.58)
Permanent Road Divisions	5,852,655	6,962,094	18.96	6,945,235	(0.24)
Sanitation Districts	23,226,548	26,553,191	14.32	20,678,482	(22.12)
Special Revenue Funds	882,338,914	804,739,662	(8.79)	758,837,484	(5.70)
Total	\$ 4,090,239,230	\$ 3,963,706,773	(3.09)	\$ 3,849,081,400	(2.89)

Appropriations by Fund



County Funds by Group

Public Safety Group

	Fiscal Year 2003-04 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Public Safety Group General Fund	\$ 878,769,060	\$ 879,830,431	0.12	\$ 876,716,736	(0.35)
Sheriff Asset Forfeiture Program	1,600,000	1,100,000	(31.25)	1,100,000	0.00
District Atty Asset Forfeiture Program Fed	0	228,516	100.00	227,500	(0.44)
District Atty Asset Forfeiture State	0	0	0.00	200,000	100.00
Probation Asset Forfeiture Program	60,000	35,000	(41.67)	35,000	0.00
Sheriffs Inmate Welfare	6,956,800	5,277,000	(24.15)	4,777,000	(9.48)
Probation Inmate Welfare	200,000	225,000	12.50	225,000	0.00
Public Safety Prop 172 Spec. Rev	191,437,832	201,966,912	5.50	213,277,059	5.60
Jail Stores Internal Service Fund	2,875,700	4,645,200	61.53	3,645,200	(21.53)
CSA 135 Regional 800 MHZ Radio System	622,954	622,954	0.00	622,954	0.00
CSA 135 Del Mar 800 MHZ Zone B	57,049	57,049	0.00	57,049	0.00
CSA 135 Poway 800 MHZ Zone F	129,888	129,888	0.00	129,888	0.00
CSA 135 Solana Beach 800 MHZ Zone H	38,449	38,449	0.00	38,449	0.00
Total	\$ 1,082,747,732	\$ 1,094,156,399	1.05	\$ 1,101,051,835	0.63



Appropriations by Fund

Health and Human Services Agency

	Fiscal Year 2003-04 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Health and Human Services Agency General Fund	\$ 1,421,273,062	\$ 1,429,355,261	0.57	\$ 1,416,932,364	(0.87)
Social Services Realignment	91,237,697	100,020,358	9.63	101,775,259	1.75
Mental Health Realignment	88,499,993	86,888,757	(1.82)	86,075,355	(0.94)
Health Realignment	101,866,294	99,569,949	(2.25)	97,062,730	(2.52)
Tobacco Securitization Special Revenue	36,937,641	27,300,000	(26.09)	27,300,000	0.00
CSA 17 San Dieguito Ambulance	1,672,023	1,804,104	7.90	1,954,906	8.36
CSA 69 Heartland Paramedic	2,643,000	2,943,554	11.37	3,198,108	8.65
Total	\$ 1,744,129,710	\$ 1,747,881,983	0.22	\$ 1,734,298,722	(0.78)

Land Use & Environment Group

	Fiscal Year 2003-04 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Land Use and Environment Group General Fund	\$ 95,700,065	\$ 94,955,399	(0.78)	\$ 96,772,805	1.91
Co Fish and Game Propagation	39,500	39,500	0.00	39,500	0.00
Special Aviation	1,231,050	71,708	(94.18)	79,125	10.34
Special Aviation Debt Service	332,511	336,189	1.11	339,168	0.89
Parkland Ded Area 4 Lincoln Acres	1,000	1,500	50.00	1,500	0.00
Parkland Ded Area 15 Sweetwater	6,400	2,500	(60.94)	2,500	0.00
Parkland Ded Area 16 Otay		400	100.00	400	0.00
Parkland Ded Area 19 Jamul	4,000	2,000	(50.00)	2,000	0.00
Parkland Ded Area 20 Spring Valley	5,000	5,000	0.00	5,000	0.00
Parkland Ded Area 25 Lakeside	125,000	2,000	(98.40)	2,000	0.00
Parkland Ded Area 26 Crest	3,000	1,000	(66.67)	1,000	0.00
Parkland Ded Area 27 Alpine	3,000	2,000	(33.33)	2,000	0.00
Parkland Ded Area 28 Ramona	5,000	3,000	(40.00)	3,000	0.00



Appropriations by Fund

Land Use & Environment Group

	Fiscal Year 2003-04 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Parkland Ded Area 29 Escondido	103,000	1,000	(99.03)	1,000	0.00
Parkland Ded Area 30 San Marcos	2,000	2,000	0.00	2,000	0.00
Parkland Ded Area 31 San Dieguito	5,000	2,000	(60.00)	2,000	0.00
Parkland Ded Area 32 Carlsbad	2,000	2,000	0.00	2,000	0.00
Parkland Ded Area 35 Fallbrook	5,000	2,000	(60.00)	2,000	0.00
Parkland Ded Area 36 Bonsall	3,000	3,000	0.00	3,000	0.00
Parkland Ded Area 37 Vista	3,000	3,000	0.00	3,000	0.00
Parkland Ded Area 38 Valley Center	3,000	3,000	0.00	3,000	0.00
Parkland Ded Area 39 Pauma Valley	3,000	3,000	0.00	3,000	0.00
Parkland Ded Area 40 Palomar Julian	3,000	3,000	0.00	3,000	0.00
Parkland Ded Area 41 Mountain Empire	3,000	3,000	0.00	3,000	0.00
Parkland Ded Area 42 Anza Borrego	2,000	2,000	0.00	2,000	0.00
Parkland Ded Area 43 Central Mountain	3,000	3,000	0.00	3,000	0.00
Parkland Ded Area 44 Oceanside	10,000	2,000	(80.00)	2,000	0.00
Parkland Ded Area 45 Valle de Oro	4,000	4,000	0.00	4,000	0.00
Parkland Dedication Fund Interest	5,000	15,000	200.00	15,000	0.00
Road Fund	98,102,856	80,029,626	(18.42)	82,683,533	3.32
Survey Monument Preservation Fund	275,000	125,000	(54.55)	125,000	0.00
Inactive Waste Site Management	15,073,430	13,710,761	(9.04)	13,506,487	(1.49)
Hillsborough Landfill Maintenance	331,902	299,714	(9.70)	299,714	0.00



Appropriations by Fund

Land Use & Environment Group

	Fiscal Year 2003-04 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Duck Pond Landfill Cleanup	62,470	61,500	(1.55)	61,500	0.00
Airport Enterprise Fund	15,596,050	11,447,048	(26.60)	9,052,712	(20.92)
Liquid Waste Enterprise Fund	5,135,358	5,253,294	2.30	5,344,254	1.73
DPW Equipment Internal Svc Fund	2,747,717	2,036,543	(25.88)	2,111,528	3.68
DPW ISF Equipment Acq Road Fund	4,337,357	4,345,693	0.19	4,365,268	0.45
DPW ISF Equipment Acq Inactive Waste	268,444	98,320	(63.37)	104,556	6.34
DPW ISF Equipment Acq LTF CPL	2,300	0	(100.00)	0	0.00
DPW ISF Equipment Acq Airport Ent	110,274	676,754	513.70	116,718	(82.75)
DPW ISF Equipment Acq Genl Fund	8,000	0	(100.00)	0	0.00
DPW ISF Equipment Acq Liquid Waste	369,743	187,075	(49.40)	195,127	4.30
Air Pollution Control Dist Operations	17,896,083	18,287,989	2.19	19,017,105	3.99
APCD Air Quality Improvement Trust	4,189,845	4,189,845	0.00	4,189,845	0.00
CSA 136 Sundance Detention Basin	72,855	86,586	18.85	86,586	0.00
CSA 122 Otay Mesa East	61,088	79,966	30.90	79,966	0.00
CSA 107 Elfin Forest Fire District	247,486	275,903	11.48	275,903	0.00
CSA 107 Elfin Forest Fire Mitigation Fee	1,923	6,312	228.24	6,312	0.00
CSA 109 Mt Laguna Fire Medical	42,979	50,620	17.78	50,620	0.00
CSA 109 Mt Laguna Fire Mitigation Fee	1,931	457	(76.33)	457	0.00
CSA 110 Mount Palomar Fire Medical	61,203	118,446	93.53	118,446	0.00
CSA 110 Mt Palomar Fire Mitigation Fee	4,781	5,243	9.66	5,243	0.00



Appropriations by Fund

Land Use & Environment Group

	Fiscal Year 2003-04 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
CSA 111 Boulevard Fire District	42,395	56,629	33.57	56,629	0.00
CSA 111 Boulevard Fire Mitigation Fee	2,274	9,611	322.65	9,611	0.00
CSA 112 Campo Fire District	18,771	52,866	181.64	52,866	0.00
CSA 112 Campo Fire Mitigation Fee	18,390	21,766	18.36	21,766	0.00
CSA 113 San Pasqual Fire District	91,916	110,803	20.55	110,803	0.00
CSA 113 San Pasqual Fire Mitigation Fee	0	1,366	100.00	1,366	0.00
CSA 115 Pepper Drive Fire District	202,641	213,244	5.23	213,244	0.00
CSA 26 Cottonwood Village Zone A	154,810	181,420	17.19	181,420	0.00
CSA 26 Monte Vista Zone B	312,905	412,475	31.82	412,475	0.00
CSA 26 Rancho San Diego	276,510	232,500	(15.92)	232,500	0.00
CSA 81 Fallbrook Local Park	167,631	155,625	(7.16)	155,625	0.00
CSA 83 San Dieguito Local Park	1,103,598	542,493	(50.84)	546,129	0.67
CSA 83A Zone A45 Ranch Park 95155	369,000	244,000	(33.88)	244,000	0.00
CSA 128 San Miguel Park Dist	861,475	847,458	(1.63)	871,921	2.89
CSA 86 Watson Place	7,048	6,627	(5.97)	6,627	0.00
San Diego Co Flood Control Dist	6,659,426	5,248,926	(21.18)	5,248,926	0.00
Wintergardens Sewer Maintenance Dist	1,601,400	1,650,200	3.05	1,511,200	(8.42)
East Otay Mesa Sewer Maint Dist	105,000	105,000	0.00	105,000	0.00
San Diego Co Lighting Maint Dist 1	1,877,100	1,792,000	(4.53)	1,792,000	0.00
PRD 6 Pauma Valley	143,113	178,396	24.65	179,502	0.62
PRD 8 Magee Road Pala	173,978	209,552	20.45	209,552	0.00
PRD 9 Santa Fe Zone B	66,751	76,749	14.98	76,749	0.00
PRD 10 Davis Drive	11,971	16,647	39.06	16,647	0.00



Appropriations by Fund

Land Use & Environment Group

	Fiscal Year 2003-04 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
PRD 11 Bernardo Road Zone A	17,848	24,689	38.33	24,689	0.00
PRD 11 Bernardo Road Zone C	36,990	38,938	5.27	38,938	0.00
PRD 11 Bernardo Road Zone D	15,517	18,506	19.26	18,506	0.00
PRD 12 Lomair	180,423	158,976	(11.89)	158,976	0.00
PRD 13 Pala Mesa Zone A	172,541	209,977	21.70	209,977	0.00
PRD 13 Stewart Canyon Zone B	50,278	59,691	18.72	59,691	0.00
PRD 14 Rancho Diego	14,431	9,163	(36.50)	9,163	0.00
PRD 16 Wynola	69,631	86,942	24.86	87,249	0.35
PRD 18 Harrison Park	234,549	224,017	(4.49)	224,306	0.13
PRD 20 Daily Road	194,195	366,782	88.87	366,782	0.00
PRD 21 Pauma Heights	492,673	506,458	2.80	506,458	0.00
PRD 22 West Dougherty St	17,198	18,927	10.05	18,927	0.00
PRD 23 Rock Terrace Road	6,981	8,081	15.76	8,081	0.00
PRD 24 Mt Whitney Road	2,455	39,376	1,503.91	39,376	0.00
PRD 30 Royal Oaks Carroll	31,965	35,463	10.94	35,463	0.00
PRD 38 Gay Rio Terrace	38,212	38,212	0.00	38,212	0.00
PRD 39 Sunbeam Lane	7,561	9,646	27.58	9,646	0.00
PRD 45 Rincon Springs Rd	18,503	116,478	529.51	123,128	5.71
PRD 46 Rocosco Road	19,339	30,785	59.19	30,785	0.00
PRD 49 Sunset Knolls Road	29,572	29,572	0.00	29,572	0.00
PRD 50 Knoll Park Lane	76,377	82,494	8.01	82,494	0.00
PRD 53 Knoll Park Lane Extension	144,618	157,632	9.00	157,632	0.00
PRD 54 Mount Helix	26,522	48,491	82.83	48,491	0.00
PRD 55 Rainbow Crest Rd	207,881	261,212	25.65	261,212	0.00
PRD 60 River Drive	44,319	43,458	(1.94)	43,458	0.00
PRD 61 Green Meadow Way	167,375	156,298	(6.62)	156,298	0.00
PRD 63 Hillview Road	327,419	348,347	6.39	348,347	0.00
PRD 64 Lila Lane	6,445	6,452	0.11	6,452	0.00
PRD 70 El Camino Corto	31,456	38,881	23.60	38,881	0.00
PRD 75 Gay Rio Dr Zone A	148,139	149,716	1.06	149,716	0.00
PRD 75 Gay Rio Dr Zone B	197,880	198,558	0.34	198,558	0.00



Appropriations by Fund

Land Use & Environment Group

	Fiscal Year 2003-04 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
PRD 76 Kingsford Court	14,964	20,124	34.48	20,124	0.00
PRD 77 Montiel Truck Trail	90,885	115,223	26.78	115,223	0.00
PRD 78 Gardena Way	93,440	103,634	10.91	103,634	0.00
PRD 80 Harris Truck Trail	160,000	146,229	(8.61)	146,229	0.00
PRD 88 East Fifth St	37,232	44,420	19.31	44,420	0.00
PRD 90 South Cordoba	39,979	46,207	15.58	46,207	0.00
PRD 94 Roble Grande Road	287,345	326,914	13.77	326,914	0.00
PRD 95 Valle Del Sol	131,439	152,799	16.25	152,799	0.00
PRD 99 Via Allondra Via Del Corvo	36,622	46,212	26.19	46,212	0.00
PRD 100 Viejas Lane View	15,619	20,751	32.86	20,751	0.00
PRD 101 Johnson Lake Rd	89,164	98,858	10.87	98,858	0.00
PRD 101 Hi Ridge Rd Zone A	25,346	30,333	19.68	30,333	0.00
PRD 102 Mountain Meadow	152,663	66,445	(56.48)	66,445	0.00
PRD 103 Alto Drive	123,986	122,394	(1.28)	122,394	0.00
PRD 104 Artesian Rd	171,330	77,240	(54.92)	77,240	0.00
PRD 105 Alta Loma Dr	35,829	35,799	(0.08)	35,799	0.00
PRD 105 Alta Loma Dr Zone A	30,839	42,558	38.00	42,558	0.00
PRD 106 Garrison Way Et Al	27,330	46,257	69.25	46,257	0.00
PRD 117 Legend Rock	63,640	303,267	376.54	303,433	0.05
PRD 123 Mizpah Lane	21,945	15,250	(30.51)	15,250	0.00
PRD 125 Wrightwood Road	25,160	36,820	46.34	36,820	0.00
PRD 126 Sandhurst Way	19,514	24,536	25.74	24,536	0.00
PRD 127 Singing Trails Drive	18,012	26,560	47.46	26,560	0.00
PRD 129 Birch Street	13,768	4,768	(65.37)	0	0.00
PRD 130 Wilkes Road	24,975	73,702	195.10	73,702	0.00
PRD 133 Ranch Creek Road	27,047	36,915	36.48	37,151	0.64
PRD 134 Kenora Lane	34,756	40,785	17.35	40,785	0.00
PRD 1001 Capra Way	15,403	6,420	(58.32)	0	0.00
PRD 1002 Sunny Acres	8,767	9,216	5.12	9,216	0.00
PRD 1003 Alamo Way	21,920	17,260	(21.26)	16,860	(2.32)
PRD 1004 Butterfly Lane	13,967	13,797	(1.22)	13,797	0.00
PRD 1005 Eden Valley Lane	36,387	29,872	(17.90)	29,872	0.00



Appropriations by Fund

Land Use & Environment Group

	Fiscal Year 2003-04 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
PRD 1007 Tumble Creek	41,554	91,934	121.24	91,934	0.00
PRD 1008 Canter	30,684	41,908	36.58	41,908	0.00
PRD 1009 Golf Drive	15,379	11,650	(24.25)	11,256	(3.38)
PRD 1010 Alpine High	307,728	424,329	37.89	415,165	(2.16)
PRD 1011 La Cuesta	33,243	51,192	53.99	50,477	(1.40)
PRD 1012 Millar Road	89,688	131,598	46.73	128,717	(2.19)
PRD 1013 Singing Trails	0	24,356	100.00	23,485	(3.58)
Alpine Sanitation Maint and Oper	1,524,600	1,607,009	5.41	1,057,300	(34.21)
Julian Sanitation Maint and Oper	257,500	226,632	(11.99)	226,632	0.00
Lakeside Sanitation Maint and Oper	8,385,018	7,872,700	(6.11)	6,061,700	(23.00)
Pine Valley Sanitation Maint and Oper	103,630	94,550	(8.76)	94,550	0.00
Spring Valley Sanitation Maint and Oper	12,955,800	16,752,300	29.30	13,238,300	(20.98)
Total	\$ 305,567,094	\$ 282,248,185	(7.63)	\$ 278,497,703	(1.33)

Community Services Group

	Fiscal Year 2003-04 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Community Services Group General Fund	\$ 38,662,761	\$ 37,790,853	(2.26)	\$ 37,131,862	(1.74)
County Library	26,962,525	27,747,640	2.91	28,148,294	1.44
HCD Special Revenue Fund	28,604,458	29,350,836	2.61	26,208,532	(10.71)
Facilities Management Internal Svc Fund	58,924,953	65,899,452	11.84	67,067,922	1.77
Major Maintenance Internal Svc Fund	9,565,106	15,000,000	56.82	15,000,000	0.00
Fleet Services Internal Service Fund	10,842,136	10,695,605	(1.35)	10,883,046	1.75
Fleet ISF Equipment Acq General	18,280,796	17,735,351	(2.98)	17,744,399	0.05
Fleet ISF Materials Supply Inventory	6,669,778	7,337,956	10.02	7,340,128	0.03



Appropriations by Fund

Community Services Group

	Fiscal Year 2003-04 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Fleet ISF Accident Repair	125,000	92,000	(26.40)	92,000	0.00
Fleet ISF Accidents Sheriff	165,000	166,000	0.61	166,000	0.00
Document Services Internal Svc Fund	9,340,489	0	(100.00)	0	0.00
Purchasing ISF-Document Services	5,685,418	9,177,430	61.42	9,072,163	(1.15)
Purchasing ISF Buyouts	30,000,000	0	(100.00)	0	0.00
Purchasing ISF RCPOs	575,000	0	(100.00)	0	0.00
Co Redev Agy Gillespie Fld Special DS	1,197,419	3,003,513	150.83	3,002,988	(0.02)
Co Redev Agy Gillespie Fld Tax Alloc DS	421,845	424,350	0.59	426,118	0.42
Co Redev Agy Gillespie Fld Reserve DS	25,000	20,000	(20.00)	20,000	0.00
Co Redev Agy Gillespie Fld Principal DS	130,000	140,000	7.69	150,000	7.14
Co Redev Agy Gillespie Fld Interest DS	291,845	284,350	(2.57)	276,118	(2.90)
Co Redev Agy Gillespie Fld Capital	1,847,495	2,579,163	39.60	2,576,869	(0.09)
Co Redev Agy Upper SD River Capital	2,263,859	2,354,859	4.02	2,354,859	0.00
Co Redev Agy Gillespie Housing Capital	500,000	500,000	0.00	515,000	3.00
Co Redev Agy Upper SD River Housg Cap	660,250	414,289	(37.25)	414,289	0.00
Total	\$ 251,741,133	\$ 230,713,647	(8.35)	\$ 228,590,587	(0.92)



Appropriations by Fund

Finance and General Government Group

	Fiscal Year 2003-04 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Finance and General Government Group General Fund	\$ 164,362,490	\$ 162,345,185	(1.23)	\$ 159,983,619	(1.45)
CATV Cable TV Media Public Relations	2,444,357	2,369,952	(3.04)	2,393,934	1.01
Information Technology Internal Svc Fund	122,325,425	111,765,537	(8.63)	110,954,583	(0.73)
Total	\$ 289,132,272	\$ 276,480,674	(4.38)	\$ 273,332,136	(1.14)

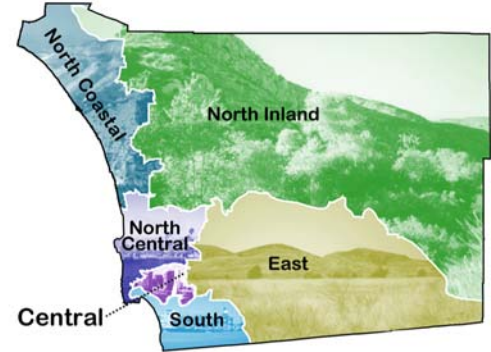
Capital

	Fiscal Year 2003-04 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Capital Outlay Fund	\$ 42,015,090	\$ 0	(100.00)	\$ 0	0.00
County Health Complex COF	2,560,827	0	(100.00)	0	0.00
Justice Facility Const COF	22,075,909	0	(100.00)	0	0.00
Edgemoor Development Fund	1,185,000	5,360,000	352.32	3,360,000	(37.31)
Total	\$ 67,836,826	\$ 5,360,000	(92.10)	\$ 3,360,000	(37.31)

Finance Other

	Fiscal Year 2003-04 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Finance Other General Fund	\$ 186,296,416	\$ 158,381,392	(14.98)	\$ 113,514,497	(28.33)
Pension Obligation Bonds	121,934,372	122,553,344	0.51	69,465,394	(43.32)
Employee Benefits Internal Svc Fund	30,823,925	35,401,399	14.85	36,442,276	2.94
Public Liability Insurance Internal Svc Fd	10,000,000	10,500,000	5.00	10,500,000	0.00
CSA 4 Majestic Pines Debt Service	29,750	29,750	0.00	28,250	(5.04)
Total	\$ 349,084,463	\$ 326,865,885	(6.36)	\$ 229,950,417	(29.65)

Health & Human Services - Regional Operations



Health & Human Services - Regional Operations

In the interest of transparency, this appendix provides a different view of the same information found in the Regional Operations section of the Health and Human Services Agency Operational Plan. Arriving at the same totals, these charts summarize the staffing and budget for the six Regional Operations divisions based on the type of program or administrative service rather than by location of services.

Staffing by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Regional Administration	55.00	47.00	(14.55)	47.00	0.00
Alcohol & Other Drug Services	6.00	0.00	(100.00)	0.00	0.00
Public Health Services	183.75	176.50	(3.95)	176.50	0.00
Family Resource Centers/ Assistance Payments	1,479.16	1,404.50	(5.05)	1404.50	0.00
Child Welfare Services	666.00	609.00	(8.56)	609.00	0.00
Welfare to Work/Employment Administration	167.00	116.00	(30.54)	116.00	0.00
California Children Services (North Central Region)	143.75	148.75	3.48	148.75	0.00
Child Care (East Region)	120.50	107.00	(11.20)	107.00	0.00
Community Action Partnership (Central)	21.00	14.00	(33.33)	14.00	0.00
Office of Violence Prevention (South)	3.00	3.00	0.00	3.00	0.00
Total	2,845.16	2,625.75	(7.71)	2625.75	0.00



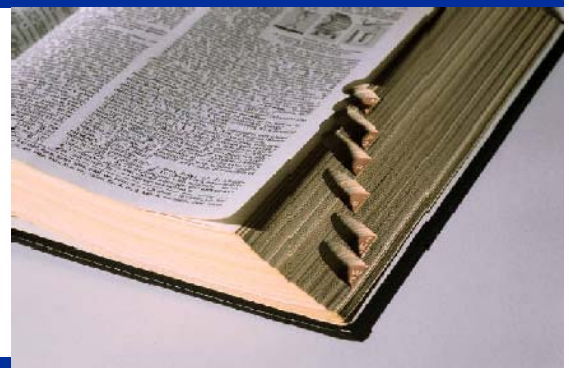
Health & Human Services - Regional Operations

Budget by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Regional Administration	\$ 8,511,069	\$ 6,056,625	(28.84)	\$ 6,043,859	(0.21)
Alcohol and Other Drug Services	531,470	0	(100.00)	0	0.00
Public Health Services	15,838,339	16,510,010	4.24	16,925,657	2.52
Family Resource Centers/ Assistance Payments	277,212,783	284,727,811	2.71	285,381,345	0.23
Child Welfare Services	51,456,477	52,090,636	1.23	54,359,879	4.36
Welfare to Work/Employment Administration	28,433,237	25,088,107	(11.76)	25,220,166	0.53
California Children Services (South Region)	13,198,638	15,364,765	16.41	15,778,382	2.69
Child Care (East Region)	57,197,351	53,495,524	(6.47)	53,545,783	0.09
Community Action Partnership (Central)	10,358,273	9,477,879	(8.50)	5,997,529	(36.72)
Office of Violence Prevention (South)	2,379,092	2,363,107	(0.67)	1,703,188	(27.93)
Total	\$ 465,116,729	\$ 465,174,464	0.01	\$ 464,955,788	(0.05)



Glossary of Budget Terms



ABC: Activity-Based Costing.

ACAO: Assistant Chief Administrative Officer of the County.

Account: A separate financial reporting unit for budgeting or accounting purposes. All budgetary transactions, whether revenue or expenditure related, are recorded in accounts.

Accrual Basis Of Accounting: The basis of accounting under which transactions are recognized

Activity: A departmental effort that contributes to the accomplishment of specific, identified program objectives.

Activity-Based Costing (ABC): Costs based on activities rather than accounts.

ADA: Americans with Disabilities Act.

Adopted Budget: An annual spending plan that is adopted by the Board of Supervisors, pursuant to Government Code, that balances revenues and expenditures.

AFDC: Aid to Families with Dependent Children. A federal public assistance program that was replaced by Temporary Assistance to Needy Families (TANF).

Agency/Groups: The basic organizational structure of the County. General Managers of Agency/Groups report directly to the Chief Administrative Officer.

Americans with Disabilities Act (ADA): A federal law that, among other provisions, requires modification of public buildings to ensure access for people with disabilities.

APCD: Air Pollution Control District. A department within the Land Use and Environment Group.

APIP: Agricultural Parcel Inspection Program.

Appropriation: Legal authorization to make expenditures or enter into new obligations for specific purposes.

Assessed Property Value: The value of property for the purpose of levying property taxes.

Assessed Valuation: A valuation set on real estate as a basis for levying taxes. Real estate in San Diego County is assessed at 100% of full market value.

Balance Sheet: The financial statement disclosing the assets, liabilities and equity of an entity at a specified date in conformity with generally accepted accounting principles (GAAP).

Balanced Scorecard (BSC): Performance Management system based on linked financial and non-financial measurements in four areas: employees, processes, financial, and customer measures.

Balanced Operational Plan: An Operational Plan budget in which current revenues equal current expenditures. A balanced annual budget is required by the State of California per Government Code Section 29000 et. al.

BIT: Bi-annual Inspection of Terminals. A state inspection program for commercial truck/vehicle maintenance facilities.

Board of Supervisors (BOS): The five-member, elected governing body of the County.

Bond: A written promise to pay a specified sum of money, called the face value or principal amount, at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specified rate. Sometimes, however, all or a substantial portion of the interest is included in the face value of the security. Bonds are one mechanism used to obtain long-term financing.

Bond Covenant: A legally enforceable agreement with bondholders that requires the governmental agency selling the bond to meet certain conditions in the repayment of the debt.

BOS: Board of Supervisors.

BPR: Business Process Reengineering.

BSC: Balanced Scorecard.



Glossary of Budget Terms

Business Process Reengineering (BPR): An approach for transforming the County into a customer-oriented, quality-focused, technology-enabled, and efficient service provider. The purpose is to implement new and more effective processes rather than re-implementing the same processes using new tools. One goal is to generate budgetary savings to permit reinvestment in higher priority needs and services.

BuyNet: An on-line internet system that documents solicitation requirements for the procurement of goods and services for the County.

CAC: County Administration Center. The County facility located at 1600 Pacific Highway, San Diego.

CAFR: Comprehensive Annual Financial Report.

CalWORKs: California Work Opportunities and Responsibilities to Kids Program. A federal public assistance program which aids individuals in finding permanent employment and getting off of public assistance.

CAO: Chief Administrative Officer of the County.

Capital Assets: Land, improvements to land, buildings, building improvements, vehicles, machinery, equipment, works of art and historical treasures, infrastructure, and all other tangible or intangible assets that are used in operations and that have initial useful lives extending beyond a single reporting period.

Capital Budget: A spending plan for improvements to or acquisition of land, facilities, and infrastructure. The capital budget balances revenues and expenditures, specifies the sources of revenues, and lists each project or acquisition.

Capital Improvements Plan (CIP): A five-year list of planned capital projects, developed by the Department of General Services.

Capital Outlay Fund (COF): This fund is used exclusively to finance the acquisition, construction and completion of permanent public improvements including public buildings and for the costs of acquiring land and permanent improvements. The fund may also be used to make annual payments on bond indebtedness for the construction of public facilities and to acquire public facilities through lease purchases. Revenues are obtained from the sale of fixed assets, from lease or rental of county-owned facilities, and from other funds such as grants and contributions when allocated by the Board of Supervisors to the fund.

Capital Projects Funds: Governmental funds established to account for financial resources used for the acquisition or construction of major capital facilities (other than those accounted for in proprietary funds).

Cash Basis Of Accounting: A basis of accounting under which transactions are recognized only when cash is received or disbursed.

Cash Flow: The analysis and reporting of net cash balance projections. The Auditor and Controller prepares cash flow reports that project the inflow, outflow, and net balance of cash on a monthly, quarterly, and annual basis.

CBPR/PMR: Contract Business Plan Review/Project Management Review. Review of contracts/programs prior to initiation and after implementation.

CDBG: Community Development Block Grant. A federal grant administered by the County for improvements in a community that has been designated a blight area.

CFO: Chief Financial Officer of the County.

CHDP: Child Health Disability Prevention. A federal program that performs preventive health screenings for children in low income families.

CIP: Capital Improvements Plan.

CLERB: Citizens' Law Enforcement Review Board. A department within the Public Safety Group.



COF: Capital Outlay Fund.

COLA: Cost Of Living Adjustment.

Comprehensive Annual Financial Report (CAFR):

Represents the annual audited financial statements of the County, including governmental and proprietary type activities. The CAFR has three major sections: introductory, financial, and statistical. The introductory section furnishes the general information on the government structure, services, and environment. The financial section contains all basic financial statements and footnotes, and the statistical section provides trend data and nonfinancial data useful in interpreting the basic financial statements.

Contingency Reserve: Appropriations set aside to meet unforeseen circumstances.

Continuous Processes Improvement (CPI): The application of tools designed to achieve incremental, continuous improvement in process cycle-times and added-value contributions, with emphasis on the elimination of waste and bureaucratic elements—the overriding objective being to streamline processes in the pursuance of continuous customer satisfaction.

Contract Business Plan Review/Project Management Review: see CBPR/PMR

Contributed Capital: The permanent fund capital of a proprietary fund. Contributed capital is created when a residual equity transfer is received by a proprietary fund, when a general fixed asset is “transferred” to a proprietary fund or when a grant is received that is externally restricted to capital acquisition.

CSAC: California State Association of Counties.

CSC: Civil Service Commission. A department in the Finance and General Government Group.

CTN: County Television Network—the County’s television station which broadcasts Board meetings and programs of community interest.

Current Assets: Assets which are available or can be made readily available to finance current operations or to pay current liabilities.

Current Liabilities: Liabilities that are expected to be liquidated with current financial resources.

CWS: Child Welfare Services. California’s program for providing Child Protective Services.

DA: District Attorney. An elected official in the Public Safety Group.

DCAO: Deputy Chief Administrative Officer; generally the head of a County Agency or Group.

DDSL: Discretionary Programs/Discretionary Service Level.

Debt Service: Annual principal and interest payments that local government owes on borrowed money.

Debt Service Funds: Fund established to account for the accumulation of resources for, and the payment of, principal and interest on general long-term debt.

Debt Service Fund Requirements: The resources which must be provided for a Debt Service Fund so that all principal and interest payments can be made in full and on schedule.

Debt Service Requirements. The amount of money required to pay interest on outstanding debt, serial maturities of principal for serial bonds and required contributions to accumulate monies for future retirement of term bonds.

DIBBS: Do It Better By Suggestion. The County’s incentive plan to encourage employees to suggest ways to increase productivity and efficiency.



Glossary of Budget Terms

Direct Expenses: Those expenses which can be charged directly as a part of the cost of a product or service, or of a department or operating unit, as distinguished from overhead and other indirect costs which must be prorated among several products or services, departments or operating units.

Discretionary Programs/Discretionary Service Level (DDSL): Programs which the County voluntarily operates, without mandated service level requirements, although many of these programs support mandated programs.

Discretionary Programs/Mandated Service Level (DMSL): Programs which the County voluntarily operates; however, service levels are specified by law, usually as a condition of funding.

DMSL: Discretionary Programs/Mandated Service Level.

DPW: Department of Public Works. A department in the Land Use and Environment Group.

Early and Periodic Screening, Diagnosis and Treatment Program (EPSDT): A comprehensive package of benefits available to Medicaid eligible children up to age 21.

EFNEP: Expanded Food and Nutrition Education Program.

Encumbrance: Commitments related to unperformed (executory) contracts for goods or services. Used in budgeting, encumbrances are not GAAP expenditures or liabilities, but represent the estimated amount of expenditures ultimately to result if unperformed contracts in process are completed.

Enterprise Fund: A fund established to account for operations that are financed and operated in a manner similar to private business enterprises, where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general

public on a continuing basis be financed or recovered primarily through user charges; or where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

Enterprise Resource Planning (ERP)/Enterprise Systems (ES): New applications to replace, enhance, and integrate existing Financial and Human Resources systems.

Entitlement Program: A program in which funding is allocated according to eligibility criteria; all persons or governments that meet the criteria specified by federal or State laws may receive the benefit.

EPA: Environmental Protection Agency.

EPSDT: Early and Periodic Screening, Diagnosis and Treatment Program.

Equipment Replacement Reserves: Reserves designated for the purchase of new vehicles or operating equipment as existing equipment becomes obsolete or unusable.

ERP: Enterprise Resource Planning.

Estimated Revenue: The amount of revenue expected to accrue or to be collected during a fiscal year.

Expenditure: Decreases in net financial resources. Expenditures include current operating expenses that require the present or future use of net current assets, debt service and capital outlays, and intergovernmental grants, entitlements and shared revenues.

Fiduciary Funds: The trust and agency funds used to account for assets held by a government unit in a trustee or agent capacity for others and which therefore cannot be used to support the government's own programs. A trustee acquires legal title to the assets entrusted, but in the agency relationship, title rests with the principal.



Fiscal Year (FY): A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations. The County of San Diego's fiscal year is July 1 through June 30.

Fixed Assets: Physical property of a permanent nature and movable personal property, of significant value and of a relatively permanent nature (useful life of one year or longer).

FTE: Full-Time Equivalent.

Full-Time Equivalent (FTE)/Staff Year: In concept, one person working full-time for one year; the hours per year that a full-time employee is expected to work. A normal fiscal year equals 2088 staff hours (occasionally 2080 or 2096 staff hours). Two workers, each working half that number of hours, together equal one full-time equivalent or one staff year. County Salary and Benefit costs are based on the number of staff-years required to provide a service.

Fund: A fiscal and accounting entity with a self-balancing set of accounts in which cash and other financial resources, all related liabilities and balances, and changes therein, are recorded and segregated to carry on specific activities or attain certain objectives in accordance with special regulations, restrictions or limitations.

Fund Balance: The difference between fund assets and fund liabilities of governmental and similar trust funds. Portions of the fund balance may be reserved for various purposes, e.g. encumbrances.

FY: Fiscal Year (July 1 – June 30).

GAAP: Generally Accepted Accounting Principles. Uniform minimum standards and guideline for financial accounting and reporting. They govern the form and content of the financial statement of an entity. GAAP encompass the conventions, rules, and procedures necessary to define accepted accounting practice at a particular time. They include not only broad guidelines of

general application, but also detailed practices and procedures. GAAP provide a standard by which to measure financial presentations. The primary authoritative body on the application of GAAP to state and local governments is the GASB.

GASB: Governmental Accounting Standards Board. The ultimate authoritative accounting and financial reporting standard-setting body for state and local governments.

General Fund: The fund used to account for all financial resources, except those required to be accounted for in another fund. The general fund is the County's primary operating fund.

General Management System (GMS): The County's complete guide for planning, implementing, monitoring, and rewarding all functions and processes that affect the delivery of services to our customers. It links planning, execution, value management, goal attainment, and compensation.

General Manager: A Deputy Chief Administrative Officer responsible for oversight of an Agency or Group.

General Obligation Bonds: Bonds backed by the full faith and credit of government.

General Purpose Revenues: Locally generated revenues derived from property taxes, sales taxes, vehicle license fees, court fines, and fund balance. General Purpose Revenues may be used for any purpose which is a legal expenditure of County funds. They generally reflect the degree of flexibility the County has to finance programs and projects. Since they are locally generated, General Purpose Revenues are also affected by local economic conditions. Their usage is controlled by the Board of Supervisors.

General Revenue Allocation: The operational distribution of General Purpose Revenues to County departments and programs through the Agency/Groups and subject to Board approval.



Glossary of Budget Terms

Generally Accepted Accounting Principles (GAAP):

Uniform minimum standards and guideline for financial accounting and reporting. They govern the form and content of the financial statement of an entity. GAAP encompass the conventions, rules and procedures necessary to define accepted accounting practice at a particular time. They include not only broad guidelines of general application, but also detailed practices and procedures. GAAP provide a standard by which to measure financial presentations. The primary authoritative body on the application of GAAP to state and local governments is the Governmental Accounting Standards Board (GASB).

Geographic Information System (GIS): A regional data warehouse providing electronic geographic data and maps to County and city departments and other users.

GIS: Geographic Information System.

GM: General Manager.

GMS: General Management System.

Governmental Accounting Standards Board (GASB): The body that sets accounting standards specifically for state and local governments.

Grant: Contributions or gifts of cash or other assets from another government to be used or expended for a specified purpose, activity or facility.

Group: An organizational unit of the County, headed by a General Manager, incorporating several Departments.

HCD: Housing and Community Development. A department in the Community Services Group.

HHSA: Health and Human Services Agency.

Housing and Urban Development, Department of (HUD): A federal department that administers grants addressing the needs of housing for low income families.

HRMS: Human Resource Management System.

HUD: Housing and Urban Development, Department of

ICR: Intelligent Character Recognition Technology.

IAR: Information, Assessment and Referral.

Information, Assessment and Referral (IAR): A technology-enabled intake and referral process designed to improve client access to services and operationalizing the “no wrong door” customer service goals of the Health and Human Services Agency.

Indirect Expenses: Those elements of cost necessary in the production of an article or the performance of a service but not an integral part of the finished product or service, such as rent, heat, light, supplies, management, supervision, etc.

Internal Service Fund (ISF): A fund used to account for the financing of goods or services provided by one department to other departments of the County, or to other governmental units, on a cost-reimbursement basis.

ISF: Internal Service Fund.

IT: Information Technology.

JPA: Joint Powers Authority.

Kids Health Assurance Network (KHAN): A Health and Human Services Agency administered, community collaborative established to insure that every child in San Diego has a medical home, primary care provider and health care coverage.

Line-Item Budget: A budget format prescribed by the State Controller. The County’s line-item budget shows activities grouped by organizational units, such as departments. The term line- item refers to account and sub-account detail typically provided for revenue by source (e.g., property taxes), and objects of expenditure (e.g., Salary & Benefit, Services & Supplies, fixed assets, etc.).

LPS: Lanterman-Petris-Short Conservatorship.

LUEG: Land Use and Environment Group.



Managed Competition: County departments compete with private sector to deliver services. Re-direct overhead expense to front-line services.

Mandate: A requirement from the State or federal governments that the County perform a task, perform a task in a particular way, or perform a task to meet a particular standard, often without compensation from the higher level of government.

Mandated Programs/Discretionary Service Level (MDSL): Programs that are required by law, but the level of service is optional. An example is the General Relief program. The County is mandated to provide a General Relief program, but the Board sets the aid payment rate and has total freedom of choice in deciding how the program is administered. Some programs have discretionary service levels because the minimum service level requirement is not expressly stated in the mandate.

Mandated Programs/Mandated Service Level (MMSL): Programs over which the Board has no discretion. CalWORKs is an example. The County is required to operate this program; the service is targeted to a population meeting eligibility standards set by the State; time deadlines are imposed; and the aid payment schedule and County participation rate is set by the State.

Management Reserves: Appropriations set aside at the Group or department level for unanticipated needs or planned future one-time expenses.

MDSL: Mandated Programs/Discretionary Service Level.

Mission: The business, general assignment of the organization. What we are striving to do over a continuous period of time.

MMSL: Mandated Programs/Mandated Service Level.

MSCP: Multiple Species Conservation Program.

NACo: National Association of Counties.

Objects (Line Items): A sub-classification of expenditures based on type of goods or services including: Salary & Benefits, Services & Supplies, Other Charges, and Fixed Assets. Each object contains sub-object classifications as well.

OCR: Optical Character Recognition.

Operating Statement: A financial statement disclosing the financial results of operations of an entity during an accounting period in conformity with generally accepted accounting principles (GAAP).

Operating Transfers: All interfund transfers other than residual equity transfers.

Operational Incentive Plan (OIP): Executive goal-setting plan aligned with the CAO's and BOS's annual goals.

Operational Plan Amendment: A revision of the Adopted Operational Plan. A recommendation to increase appropriations requires a four-fifths vote by the Board of Supervisors. Budget amendments occur throughout the fiscal year as spending priorities shift.

Operational Plan Calendar: A timetable of tasks to be completed during the financial planning cycle.

Operational Plan Document: The County's two-year financial plan. It is prepared to facilitate the Board of Supervisors decision making process, and to report the decisions made.

Organizational Development (OD): Use of behavioral science to improve organization effectiveness including quality of work life and increased productivity.

Parkland Dedication Ordinance (PLDO): A mechanism for funding local parks.

Performance Management (PM): System that utilizes key performance indicators in the BSC format.



Glossary of Budget Terms

Performance Measures: Indicators of the amount of work accomplished, the efficiency with which tasks were completed, and/or the effectiveness of a program, often expressed as the extent to which objectives were accomplished. Performance measures in this Operational Plan focus primarily on outcome measures (planned results).

PLDO: Parkland Dedication Ordinance.

PM: Performance Management.

PMR: Project Management Review.

Position: An approved job for a person or persons working full-time or part-time, usually listed in terms of a specific classification.

Program: Group activities, operations or organizational units directed to attaining specific purposes or objectives.

Program Revenues: Revenues generated by programs and/or dedicated to offset a program's costs.

Proprietary Funds: Classification used to account for a government's ongoing organizations and activities that are similar to those often found in the private sector (i.e., enterprise and internal service funds).

Public Hearings: Open Board of Supervisors meetings that provide citizens an opportunity to voice their views on the merits of the County's proposals and services.

Real Property Transfer Tax (RPTT): A tax assessed on property when ownership is transferred.

Regional Justice Information System (REJIS): A San Diego Regional shared computer database.

REJIS: Regional Justice Information System.

Request for Bid (RFB): A formal procurement document used to invite vendors to submit pricing in response to a clearly defined set of requirements.

Request for Proposal (RFP): An official request for proposals to be submitted to the County to perform specified services.

Reserves For Unforeseen Contingencies: Funding for nonrecurring, unanticipated expenditures; the fund protects the local government from having to issue short-term debt to cover such needs.

Residual Equity Transfers: Nonrecurring or nonroutine transfers of equity between funds.

Retained Earnings: An equity account reflecting the accumulated earnings of an Enterprise or Internal Service Fund.

RFB: Request for Bid.

RFP: Request for Proposal.

RoV: Registrar of Voters. A department in the Community Services Group.

RPTT: Real Property Transfer Tax.

SanDAG: San Diego Association of Governments.

San Diego Association of Governments (SanDAG): A regional association of elected representatives from the County, cities, and special districts who develop policies relating to growth and development in the County.

SanGIS: San Diego Geographic Information System. A JPA program in the Land Use & Environment Group.

SBI: Screening and Brief Intervention.

SDCERA: San Diego County Employees Retirement Association.

Service Level Agreements (SLA): An agreement between one of the Department of General Services Internal Service Funds and a customer department that specifies the types and level of services to be provided by General Services staff and/or contractors.

SLA: Service Level Agreements.

SPAN-FM: An automated infrastructure management system for Property (Land and Buildings), Leasing, Space Occupancy, and Facility Maintenance and Operations.



SPEC: Strategic Planning Executive Committee.

Special Revenue Fund: A fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes

SPST: Strategic Planning Support Team.

Staff Year: One Full-time equivalent (FTE).

Strategic: Dealing with creation of overall plans and sets of tactics to determine how best to achieve the general goal of an entity.

Strategic Enablers: Key tools and concepts that are critical to achieve Strategic Initiatives.

Strategic Initiatives: Major Projects that move the County and partners toward achievement of part of a particular goal.

Strategic Intent: High level objectives, purposes, aims that direct actions and guide Strategic Initiatives.

Strategic Planning Executive Committee (SPEC): Executive group consisting of County GMs and other County staff responsible for validating the County's Vision, Mission, and Intents; identifying the initiatives; and championing business operations' Strategic direction. SPEC includes CAO, ACAO, DCAOs & other GMs.

Strategic Planning Support Team (SPST): Manages the planning process; facilitates and enables program review, development, implementation and measurement; supports operational program managements. SPST includes administrative and program staff from the five agency/groups.

Tactics: The techniques, maneuvers, and procedures used to attain strategic goals, objectives, intents, etc.

TANF: Temporary Assistance to Needy Families.

Tax and Revenue Anticipation Notes (TRANS): Short-term, interest-bearing note issued by the County in anticipation of tax revenues to be received at a later date. The note is retired from the tax revenues to which it is related.

Teeter Borrowing Program: Short-term obligation notes, secured by future collections of delinquent property taxes, used to provide taxing agencies the amount of their property taxes without regard to such delinquencies.

Temporary Assistance to Needy Families (TANF): The principal Federal Welfare program; formerly Aid to Families with Dependent Children (AFDC).

TOT: Transient Occupancy Tax.

Total Appropriations and Total Revenues: The consolidation of all revenues and expenditures for all funds. The purpose is to report accurately the full amount of governmental revenues and expenditures for the Operational Plan period.

TRANS: Tax and Revenue Anticipation Notes.

Transient Occupancy Tax (TOT): A tax of 9% of the rental receipts charged for temporary lodging in a hotel or other similar facility.

Trust Fund: Fund used to account for assets held by a government in a trustee capacity for individuals, private organizations, other governments and/or other funds.

USDA: United States Department of Agriculture.

USDRIIP: Upper San Diego River Improvement Project.

Vehicle License Fee (VLF): Annual registration fee imposed on vehicles at a rate equal to two percent of the vehicle's market value and distributed to cities and counties.

Vision: The image of what we might be and want to be at some point in the future. A picture of future desired outcomes.

VLF: Vehicle License Fees.

